



**A STUDY OF THE IMPACT OF HRBP COMPETENCY MODEL ON
EMPLOYEE SATISFACTION - A CASE STUDY OF CLIMAVENETA
COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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This Independent Study has been Approved as a Partial Fulfillment of the
Requirement of an International Master of Business Administration

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ABSTRACT

With economic globalization and advances in information technology, enterprise environments have become more complex, making talent competition critical. Effective talent management and retention are now strategic priorities. Improving employee satisfaction, attracting and retaining talent, and leveraging initiative are pressing concerns. HRBP competency model has been used in aligning HR with business strategy to boost organizational effectiveness CLIMAVENETA's current HRBP model faces challenges, including rising complaints and turnover. Based on the two-factor theory and Maslow's Hierarchy of needs, this study aimed: (1) To explore the impact of business acumen on employee satisfaction; (2) To explore the impact of strategic thinking and planning skills on employee satisfaction; (3) To explore the impact of change management skills on employee satisfaction; (4) To explore the impact of interpersonal and communication skills on employee satisfaction; and (5) To explore the impact of human resource expertise on employee satisfaction.

The study analyzed CLIMAVENETA's organizational structure and HR management, and constructs a measurement system for employee satisfaction based on the HRBP competency model. Using a quantitative approach, 220 questionnaires were distributed, with 207 valid responses recovered in 20 days.

The findings indicate that business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills and human resources expertise significantly affect employee satisfaction. To address these issues, this study proposes building cross-department collaboration, enhancing HRBP business support, implementing personalized development paths, fostering growth between HR management and employees, and optimizing internal communication.

Keywords: employee satisfaction, HRBP Competency Model, CLIMAVENETA



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(ZHANG HAOCHEN)

Mar 11, 2025

DECLARATION

I, ZHANG HAOCHEN, hereby certify that the work embodied in this independent study entitled "A Study of the Impact of HRBP Competency Model on Employee Satisfaction - A Case Study of CLIMAVENETA Company" is the result of original research and has not been submitted for a higher degree to any other university or institution. institution.



(ZHANG HAOCHEN)

Mar 11, 2025

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Chapter 1 Introduction

1.1 Background of the Study

Against the background of globalization and the rapid development of information technology, the management mode and business environment of enterprises have undergone profound changes. For enterprises such as CLIMAVENETA, globalization has brought them a broad market space, but also accompanied by an increasingly fierce competitive environment. At the same time, the rapid progress of digital technology, making the enterprise's operational efficiency and market reaction speed greatly improved, but also put forward higher requirements on the management capacity of the enterprise. How to maintain competitiveness in the complex and changing market environment has become an urgent problem for enterprises. More and more researches show that the core competitiveness of an enterprise is not only reflected in external resources and technological advantages, but more importantly in the effective utilization of internal human resources (Drucker, 2008). Peter Drucker (2008) said, "People are the most important resource of an enterprise." Under the guidance of this concept, how to improve the competitiveness of enterprises by enhancing the satisfaction of employees has become a common focus of attention in both academic and business circles.

In the fierce market competition, employee satisfaction, as an important part of an organization's core competitiveness, directly affects its operational efficiency and market performance. According to the research of Harvard Business Review, for every 3 percentage point increase in employee satisfaction, an enterprise's employee turnover rate can be reduced by 5%, operating costs can be reduced by 10%, and labor productivity can be increased by 25% to 65%, which in turn can increase the overall efficiency of the enterprise by 1% (Harvard Business Review, 2020). This shows that improving employee satisfaction not only reduces turnover and costs, but also stimulates employee motivation, which in turn promotes the sustainable development of an organization.

In this context, HRBP competency model (Human Resource Business Partners), as a key role in connecting corporate strategy with employee needs, are increasingly emphasized for the impact of their competency on employee satisfaction. HRBP not only need to understand the strategic goals of the organization, but also need to pay attention to the personal development needs of employees to ensure that employees and the company grow together (Ulrich, 2013). The enhancement of HRBP' competency can

help to enhance employees' sense of belonging and job satisfaction, thus further improving the overall effectiveness of the organization.

Gary Becker, the Nobel Prize winner in economics, pointed out that the core of modern economy is no longer physical capital, but human capital. The effective management of human capital has become a key factor for enterprises to stand out in the market competition (Becker, 1993). Therefore, it is of great theoretical and practical significance for HRBP, as an important part of enterprise human resource management, to influence employee satisfaction by improving their own competency, and then to promote the long-term development of the enterprise.

This study takes CLIMAVENETA Company as the research subject to explore the impact of HRBP competency model on employee satisfaction. Guided by the two-factor theory and Maslow's needs theory, this study aims to construct a set of scientific and reasonable HRBP competency model and analyze the mechanism of its role in enhancing employee satisfaction through empirical research. This study hopes to provide an effective human resource management path for enterprises to help them enhance employee motivation and satisfaction, and ultimately promote the long-term development and market competitiveness of enterprises.

1.2 Problem of the Study

Improving employee satisfaction yields mutual benefits for both the organization and its staff. It can motivate employees to be more dedicated, enhance overall operational efficiency, and foster a more positive and fulfilling work environment. Recognizing employee satisfaction as a pivotal component of enterprise development, both scholars and practitioners have increasingly turned their attention to this domain (Huselid, 1995; Ulrich, 1997). While previous studies have explored the significance of HRBP competencies and proposed frameworks for understanding employee satisfaction, there remains a lack of comprehensive research detailing how specific HRBP competency dimensions influence satisfaction (Becker et al., 2001). Moreover, the majority of available studies focus predominantly on particular sectors or professional roles, leaving a gap in the understanding of HRBP-driven employee satisfaction across diverse organizational contexts (Lawler, 2003).

Drawing on Herzberg's dual-factor theory and Maslow's hierarchy of needs, this study seeks to identify the key HRBP competencies that influence employee satisfaction within CLIMAVENETA. In doing so, it aims to shed light on the

mechanisms through which strengthening these competencies can address intrinsic and extrinsic needs. By examining these factors, the research endeavors to clarify the pathways through which HRBP business acumen, strategic thinking and planning, change management, interpersonal communication, and professional HR competencies affect employee satisfaction. This study is guided by the following research questions:

1. Does HRBP business acumen have a positive impact on employee satisfaction?
2. Do HRBP strategic thinking and planning skills have a positive impact on employee satisfaction?
3. Do HRBP change management skills have a positive impact on employee satisfaction?
4. Do HRBP interpersonal and communication skills have a positive impact on employee satisfaction?
5. Does HRBP human resources expertise have a positive impact on employee satisfaction?

1.3 Objectives of the Study

1. To explore the impact of HRBP business acumen on employee satisfaction.
2. To explore the impact of HRBP strategic thinking and planning skills on employee satisfaction.
3. To explore the impact of HRBP change management skills on employee satisfaction.
4. To explore the impact of HRBP interpersonal and communication skills on employee satisfaction.
5. To explore the impact of HRBP human resources expertise on employee satisfaction.

1.4 Significance of the Study

From the theoretical level, HRBP (Human Resource Business Partner) competency model plays an important role in human resource management of modern enterprises, which not only directly affects the human resource effectiveness of the enterprise, but also profoundly influences the job satisfaction of employees and the overall performance of the enterprise (Ulrich, 2013). As a bridge between the enterprise and the employees, the competency of the HRBP determines the ability of the enterprise to effectively integrate strategic planning with employee needs, thereby promoting employee motivation and loyalty. By improving the overall competency of HRBP, companies can significantly increase employee satisfaction, which in turn drives improved organizational performance (Chen, 2020). In analyzing the impact of HRBP

competencies on employee satisfaction, the two-factor theory (Herzberg, 1959) and Maslow's Needs Theory (Maslow, 1943) provide a solid theoretical foundation for the study. According to the two-factor theory, factors affecting employee satisfaction are categorized as motivational and hygiene factors. Motivational factors enhance employees' motivation and bring a sense of achievement and career development opportunities; hygiene factors are responsible for safeguarding employees' basic working conditions and reducing dissatisfaction at work. In the HRBP competency model, business acumen, strategic thinking and planning ability, and change management ability are categorized as motivational factors, and HRBP are able to provide employees with more career development opportunities and challenges through deep business understanding, strategic planning, and effective change management, which motivate them to continue to grow in their work (Herzberg, 1959). Meanwhile, HRBP's interpersonal and communication skills and human resource professional competencies are hygiene factors. These two dimensions ensure that employees enjoy a harmonious work environment, effective communication channels, and fair managerial support, thus reducing dissatisfaction at work (Maslow, 1943). Although hygiene factors do not directly enhance employees' intrinsic sense of achievement, they are essential for maintaining basic job satisfaction and organizational stability (Zhang, 2021).

Focusing on CLIMAVENETA, this study aims to explore the specific impact of the five core dimensions of the HRBP competency model on employee satisfaction. Specifically, how HRBP' business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and human resources expertise affect employees' work experience in a manufacturing context. In the manufacturing industry, employees' needs and expectations tend to be more complex, so examining how HRBP can improve employee satisfaction across these dimensions has important practical implications for CLIMAVENETA and the industry as a whole.

From the practical level, this study has high practical application value. Firstly, it can provide targeted optimization suggestions for human resource management in the manufacturing industry, especially in CLIMAVENETA. The enhancement of HRBP competency directly affects employees' daily work experience, which in turn determines their satisfaction and job performance (Zhang, 2021). By combining theoretical analysis and field research data, this study delves into how HRBP performance on different dimensions affects employee satisfaction and identify key influencing factors. Second, this study designs a set of questionnaires on the impact of HRBP competency modeling on employee satisfaction based on the actual management

situation in CLIMAVENETA. Through the collection and analysis of the questionnaire data, this study helps companies to develop more effective management strategies to enhance HRBP competency performance in different dimensions, which in turn will enhance employee satisfaction and corporate competitiveness.

1.5 Scope of the Study

This study focused on analyzing how the Human Resource Business Partner (HRBP) competency model influences employee satisfaction within CLIMAVENETA Company. In particular, it examined five key HRBP competency dimensions—business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and human resources expertise—and evaluates the impact of each on overall employee satisfaction. By concentrating on these specific competencies, the research aims to clarify which aspects of the HRBP role most significantly affect employee satisfaction in their work environment.

The scope of the research was limited to the employees at CLIMAVENETA's headquarters, encompassing staff from various departments and across multiple hierarchical levels. Focusing on the headquarters provided a cohesive organizational context while still capturing a diverse range of functions and job ranks within the company. This delimitation ensured that the findings reflect the internal dynamics of CLIMAVENETA's main office and were not influenced by external branch locations or differing corporate cultures. As such, the results are directly relevant to the company's core operations and leadership, offering insights tailored to CLIMAVENETA's organizational setting.

In terms of methodology, the study employed a structured quantitative research design using a questionnaire survey as the primary data collection tool. A total of 220 questionnaires were distributed to employees at the headquarters, and 207 valid responses were collected for analysis, representing a high response rate and a robust sample for statistical evaluation. The sample was selected through stratified random sampling, a technique that ensured representation from each department and job level proportionate to their presence in the population. This approach enhanced the representativeness of the data, allowing the analysis to reliably capture trends and relationships within different segments of the workforce.

For data analysis, the study utilized correlation and regression analyses to examine the relationship between HRBP competencies and employee satisfaction.

Following this, multiple regression analysis was conducted to determine the combined effect of the five HRBP competency dimensions on employee satisfaction, identifying which competencies serve as significant predictors of satisfaction when controlling for the others.

It is important to note the boundaries and limitations that define this study's scope. Firstly, the research was cross-sectional in nature, capturing perceptions and data at a single point in time; as a result, it did not track changes or causal dynamics over an extended period. Secondly, external factors such as macroeconomic conditions or industry-wide changes were deliberately excluded from the analysis to maintain focus on internal organizational factors; while such external variables could influence employee satisfaction, they fell outside the study's defined scope. Lastly, the findings are specific to CLIMAVENETA's headquarters context, which means that conclusions drawn reflect the company's unique environment and may not be directly generalizable to other organizations or settings.

1.6 Definition of key terms

HRBP: A Human Resource Business Partner (HRBP) is an HR professional who works closely with business leaders to align human resource management with strategic goals. Dave Ulrich (1997) initially introduced the HRBP concept as a way to tightly link HR activities to an organization's strategic objectives, thereby enhancing organizational effectiveness and competitive advantage. Unlike traditional HR roles focused on administrative tasks, HRBPs are strategic partners who understand the business context; in fact, they are expected to possess deep business knowledge in addition to HR expertise to ensure HR strategies mirror business needs. By acting as a bridge between management and employees, HRBPs help integrate corporate strategy with employee needs, which can increase employees' sense of belonging and job satisfaction. In other words, effective HRBPs not only contribute to HR effectiveness (by delivering HR practices that drive business results) but also foster higher employee satisfaction by ensuring that employee concerns and development are incorporated into strategic decision-making.

Business Acumen: Business Acumen refers to the deep understanding of business operations, industry trends, and financial drivers that enable HR Business Partners (HRBPs) to align human resources strategies with the organization's overarching business objectives (Ulrich & Dulebohn, 2015). It encompasses knowledge of key performance indicators, market dynamics, competitive landscapes, and the financial implications of HR initiatives.

Strategic Thinking and Planning Skills: Strategic Thinking and Planning Skills involves the ability to anticipate future business needs and trends, and to develop HR initiatives that proactively support the company's long-term objectives (Wright & McMahan, 2011). It requires HRBPs to analyze complex business environments, identify opportunities and threats, and design HR strategies that align with the organization's mission and vision (Lawler & Boudreau, 2015).

Change Management Skills: Change Management Skills involve guiding leaders and employees through organizational transitions to ensure the smooth implementation of changes (Kotter, 1996). HRBPs skilled in change management are adept at developing and executing strategies that minimize resistance, enhance communication, and foster a culture of adaptability (Hiatt, 2006). This competency includes understanding the psychological and emotional impacts of change on employees, providing support mechanisms, and ensuring that change initiatives are aligned with organizational values and objectives (Cascio & Boudreau, 2016).

Interpersonal and Communication Skills: Interpersonal and Communication Skills encompass the ability to build trust, foster collaboration, and facilitate effective communication within the organization (Robbins & Judge, 2017). HRBPs with strong interpersonal skills can navigate complex relationships, mediate conflicts, and promote a positive work environment (Goleman, 2006). Effective communication involves not only conveying information clearly and persuasively but also actively listening to employees' concerns and feedback (Clampitt, 2013).

Human Resources Expertise: Human Resources Expertise refer to the technical expertise in various areas of human resources, including talent acquisition, performance management, employee relations, compensation and benefits, and compliance with labor laws (Dessler, 2020). This expertise involves staying updated with the latest HR trends, leveraging HR information systems, and implementing effective HR programs that address the needs of both the organization and its employees (Kaufman, 2015).

Employee Satisfaction: Employee Satisfaction refers to the overall level of contentment that employees have with various aspects of their job, including the work environment, job content, compensation and benefits, career development opportunities, and relationships with colleagues and supervisors. It reflects employees' attitudes and feelings toward their organization and work.

Chapter 2 Literature Review

2.1 Introduction

In recent years, the role of the Human Resource Business Partner (HRBP) has become increasingly pivotal within modern organizations, evolving from a traditional administrative function into a strategic partnership essential for organizational effectiveness. HRBPs serve as critical connectors who align human resource management practices closely with strategic business objectives, thus enhancing organizational performance and employee satisfaction. This evolution reflects broader changes driven by globalization, technological advancement, and shifts in workforce expectations, placing greater emphasis on strategic alignment, talent management, and employee engagement.

This chapter provides a comprehensive review of existing literature relevant to this research, structured around key theoretical and practical themes. It begins by exploring the foundational concepts and definitions related to employee satisfaction, discussing its critical role in organizational management, along with various factors known to influence it. This includes understanding intrinsic and extrinsic motivators and how organizations successfully or unsuccessfully meet employee expectations and needs.

Next, the literature review delves into the HRBP competency model, outlining its historical development, core dimensions, and applications within different organizational contexts. Specifically, the chapter analyzes five primary competencies of the HRBP model—business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication abilities, and human resources expertise—and discusses their significance in relation to employee satisfaction.

The chapter further integrates established motivational theories—primarily Herzberg’s Two-Factor Theory and Maslow’s Hierarchy of Needs—as theoretical foundations. These theories offer insights into the mechanisms through which HRBP competencies might enhance employee satisfaction by addressing employee needs, expectations, and motivations.

Finally, the chapter identifies gaps in existing research, underscoring areas that require further empirical exploration, particularly within the manufacturing sector and multinational contexts such as CLIMAVENETA. This review serves as a foundation for

formulating the conceptual framework and hypotheses that guide the subsequent research and analysis presented in the following chapters.

2.2 HRBP Competency Model

2.2.1 Evolution of the HRBP Role

Ulrich's (1997) HR transformation model famously redefined HR's function, outlining a shift from traditional administrative tasks to a strategic partnership. In this model, HR professionals take on four key roles – administrative expert, employee champion, change agent, and strategic partner – enabling HR to add value and align more closely with business strategy. Over the past few decades, global enterprises have widely adopted the HR business partner (HRBP) approach as part of this evolution, embedding HR practitioners directly in business units to drive strategic initiatives. Empirical studies suggest that effective HRBP implementation can positively impact organizational performance. For example, a cross-country analysis by Wach et al. (2022) found that the HRBP model improved internal operational efficiency and overall performance in firms in Germany and the UK. Likewise, research in strategic HRM has linked HR's strategic involvement to better business outcomes such as higher productivity and lower turnover. These findings reinforce the view that as HR roles evolve into true strategic partners, they contribute significantly to organizational effectiveness and competitive advantage.

2.2.2 HRBP Competency Model

Defining the key competencies required for HRBPs is a focus of many classic HR studies. Ulrich and Brockbank (2005) emphasized that to succeed as strategic partners, HR professionals must demonstrate strong business acumen, the ability to understand and interpret business financials and market drivers, as well as change management skills, to lead and sustain organizational change initiatives. Other foundational work has highlighted strategic thinking and planning capability, interpersonal and communication skills, and deep HR. These competencies enable HRBPs to link HR practices with business objectives and build credibility with line managers. Recent empirical research has examined HRBP competency models across different industries and organizational contexts. Caldwell (2008), for instance, studied HRBP competency frameworks and found that their effectiveness can vary with context – factors like the degree of HR centralization or the extent of HR's transformation influence which competencies are most predictive of success. His analysis suggested that while core competencies (e.g. business insight, strategic skill, influence) are broadly important,

their impact on performance depends on how well the HRBP role is implemented and integrated into the organization's culture and structure. Other studies similarly note that certain competencies may need greater emphasis in different settings; for example, in dynamic industries, change management and agility might be paramount, whereas in stable environments, relationship-building and HR expertise could take precedence. Overall, the literature converges on a set of fundamental HRBP competencies – business acumen, strategic insight, change leadership, communication ability, and HR knowledge – as key to enabling HRBPs to act as effective bridges between HR and business strategy.

2.2.3 Theoretical Foundations of HRBP Competencies

Motivation theories provide a useful lens for understanding how HRBP competencies can enhance employee satisfaction. Herzberg's two-factor theory (Herzberg, 1959) divides job factors into motivators (intrinsic factors that increase satisfaction, such as achievement and growth opportunities) and hygiene factors (extrinsic factors that prevent dissatisfaction, such as salary, fair policies, and work conditions). Applying this theory, HRBPs can leverage their competencies to improve both sets of factors. For instance, by using their strategic insight and business acumen to design clear career paths and growth opportunities, HRBPs address key motivators that increase employees' job satisfaction and sense of achievement. At the same time, through strong HR expertise and change management skills, HRBPs can ensure hygiene factors are met – implementing fair compensation structures, safe and positive work environments, and transparent communication – thereby reducing workplace dissatisfaction. Herzberg's theory suggests that while improving hygiene factors (e.g. ensuring equitable pay or good working conditions) prevents dissatisfaction, true motivation and higher satisfaction come from enriching motivators like recognition and advancement. In tandem, Maslow's hierarchy of needs (Maslow, 1943) offers another theoretical basis. Maslow proposed that individuals have needs arranged in a hierarchy from basic (physiological and safety) to higher-level needs (social belonging, esteem, and self-actualization). HRBPs, acting as strategic partners, play a role in helping fulfill these needs at work. By ensuring stable wages and job security they address employees' basic and safety needs; by fostering teamwork and a positive culture they cater to social belonging needs; and by providing recognition, career development, and challenges they help meet employees' esteem and self-actualization needs. In theory, when HRBPs improve both motivators and hygiene factors (per Herzberg) and help satisfy needs across Maslow's hierarchy, employees are more likely to experience higher job satisfaction and motivation. Thus, classical motivation theories underpin why the HRBP's competencies in areas like career development, change

management, and fair people practices are crucial – they directly tie to human needs and motivators that drive satisfaction in the workplace.

2.2.4 Impact of HRBP Competencies on Employee Satisfaction and Organizational Performance

A growing body of empirical research links strong HRBP competencies to positive outcomes in employee attitudes and organizational metrics. HRBPs who excel in change management and strategic thinking are found to better engage employees during transitions, leading to higher levels of employee confidence, commitment, and job satisfaction. For example, Caldwell (2008) noted that when HR business partners effectively guide and support employees through organizational changes, it reduces uncertainty and stress, thereby helping employees maintain a positive, satisfied outlook. Similarly, effective communication and interpersonal skills in HRBPs build trust and alignment. Kulik (2007) observed that HRBPs who foster open communication and collaboration tend to boost employee engagement and “buy-in” to company initiatives. High employee engagement and satisfaction, in turn, are well-known drivers of performance outcomes such as productivity and retention (e.g., engaged employees often exhibit better performance and lower turnover). On the organizational level, robust HRBP competencies contribute to stronger performance indicators. A comprehensive review of HR competency studies concluded that there is a positive relationship between HR professionals’ competencies and organizational performance, with strategic HR competencies (like business acumen and change leadership) being especially critical for business success. Empirical data supports this link. For instance, a study by Liu et al. (2014) found that higher proficiency in HR professionals’ competencies was associated with significant improvements in enterprise performance metrics. Cases from practice also illustrate that when HRBPs apply their expertise to implement fair performance management, employee development programs, and other high-quality HR practices, companies see benefits in the form of increased productivity, innovation, and employee retention. In summary, HRBPs who cultivate key competencies not only enhance employee satisfaction and engagement, but also help drive better organizational performance. This dual impact underscores the strategic value of the HRBP role: by aligning HR efforts with both employee needs and business goals, competent HRBPs elevate workforce morale and business outcomes in tandem.

2.3 Employee satisfaction

2.3.1 Concept of Employee Satisfaction

Employee satisfaction is a key factor in organizational management and the concept has been widely discussed and defined by scholars over the years. Early researchers such as Hoplock (1935) first proposed a definition of employee satisfaction that emphasized employees' subjective evaluation of job characteristics and work environment. In subsequent studies, Schaff (1953) further stated that employee satisfaction depends on whether their needs and expectations are met. Milbourn and Dunn (1976) extended the concept by suggesting that employee satisfaction is not only related to job content and pay, but also involves employees' evaluations of job advancement, leadership styles, and coworker relationships. Locke (1986) then defined employee satisfaction as the emotional experience of employees at work, reflecting the pleasure and fulfillment they derive from their work.

With the deepening of employee satisfaction research, scholars have found that there is a close correlation between employee satisfaction and the overall performance of an organization. Watkins and Fusch (2021) stated that employee satisfaction directly affects their motivation, productivity, and retention rate. The gap between employees' job expectations and actual job results is an important factor that affects employee satisfaction (Lai, 2011). Research has shown that organizations that effectively meet the needs and expectations of their employees at work can significantly increase employee satisfaction, which in turn increases employee engagement and performance (Clark & Oswald, 1996).

Satisfied employees typically exhibit higher efficiency, productivity, and job performance, along with reduced absenteeism and job stress (Harter et al., 2002). Research has shown that there is a significant association between HRBP's core competencies and employee satisfaction (Ulrich, 2013). At CLIMAVENETA, employee satisfaction is strongly associated with five core dimensions of the HRBP competency model, which include business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and human resources expertise (Caldwell, 2008). The literature suggests that these competency dimensions can potentially impact employee satisfaction in a variety of business settings (Zheltoukhova, 2014). Related research also suggests that the HRBP model can help companies better understand employee needs through these dimensions, which in turn can enhance employee satisfaction in organizations (Li, 2019). Especially in a dynamically changing corporate environment, dimensions such as business acumen and change management skills are considered as key factors of the HRBP competency model (Kulik, 2007). With the shift in HRM functions, strategic thinking and planning skills as well as interpersonal and communication skills have also been widely mentioned in the literature as important dimensions of key competencies that influence

employee satisfaction (Watkins & Fusch, 2021).

By enhancing the satisfaction of employees' needs, optimizing communication within the organization, and improving the fairness of management, companies can significantly increase employee satisfaction (Waqas et al., 2014). In CLIMAVENETA, the five core dimensions of the HRBP competency model can help companies optimize in these areas. Literature identifies business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and HR expertise as key for firms to optimize employee satisfaction (Ulrich, 2013). Effective implementation of these dimensions helps organizations to better understand and respond to employee needs, thus laying the foundation for increased employee satisfaction (Zheltoukhova, 2014).

2.3.2 Employee Satisfaction Measures

How to measure employee satisfaction scientifically and accurately is a crucial aspect in the study of employee satisfaction. Scholars have proposed a variety of measurement methods in this field. Early studies of Milbourn and Dunn (1976) used employees' subjective feelings about several dimensions such as job content, compensation and benefits, position promotion, and leadership style as a measure of satisfaction by constructing a questionnaire. Schaff (1953) proposed a satisfaction measurement based on need fulfillment, which argues that employee satisfaction can be measured by the employee's fulfillment of needs and expectations degree of satisfaction.

In recent years, more and more researchers have focused on multidimensional approaches to measuring satisfaction. Expectancy theory proposed by Porter (1956) suggests that employee satisfaction stems from the gap between their expectations and actual values, therefore, measuring satisfaction requires understanding the contrast between what an employee expects and what they actually feel about something (Vroom, 1964). Locke (1976) further developed the theory of satisfaction by suggesting that employee satisfaction can be assessed through emotional responses at work, such as emotional indicators of happiness, fulfillment, and recognition (Fisher, 2000).

In terms of the choice of measurement method, quantitative measures of employee satisfaction usually incorporate the five core dimensions of the HRBP competency model. These dimensions include business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and

human resources expertise (Ulrich et al., 2013). These dimensions were selected based on the key role of HRBP in business management and are intended to reflect employees' perceptions of HRBP' competence in different management areas and their overall feelings about their work. Herzberg's two-factor theory provides a foundational framework for the measurement of satisfaction, which allows for a more in-depth analysis of the sources of employee satisfaction by distinguishing between health and motivational factors (Herzberg et al., 1959).

In this study, employee satisfaction at CLIMAVENETA was measured using a questionnaire that incorporates the five core dimensions of HRBP. The selection of these dimensions is based on the specifics of the HRBP competency model, which aims to systematically analyze how HRBP different managerial dimensions affect employee satisfaction (Caldwell, 2008; Li, 2019). Through the quantitative measurement of these dimensions, this study was able to provide a comprehensive picture of employee satisfaction with management practices at CLIMAVENETA.

2.4 Studies Related to Employee Satisfaction

2.4.1 Research on Factors Influencing Employee Satisfaction

Employee satisfaction is a key factor in measuring organizational success as it is closely related to productivity, employee retention, and overall performance. Through a comprehensive analysis of related literature, scholars have proposed several key factors that influence employee satisfaction. Chen et al. (2021) stated that employee satisfaction is influenced by several organizational and individual level factors, including various factors such as compensation, work environment, performance management and individual career development needs.

Vroom's (1964) expectancy theory proposes that employee satisfaction depends largely on the extent to which their expectations of job rewards match their actual rewards. This theory provides the basis for understanding the importance of compensation in employee satisfaction. Ndukw and Ofondu (2018) further stated that fairness and transparency of compensation is one of the key drivers of employee satisfaction. Job satisfaction increases significantly when employees perceive that their pay is in line with market standards and matches their personal contribution (Ali & Swiercz, 1985). CLIMAVENETA has optimized its compensation system through HRBP to ensure the fairness and transparency of pay, which has been effective in increasing employee satisfaction.

However, compensation is only one of the many influencing factors, and Herzberg's two-factor theory emphasizes that, in addition to material incentives, "hygiene factors" such as the work environment also affect employee satisfaction. Javed et al. (2014) showed that a good work environment can enhance employee motivation and satisfaction, especially when the work environment is safe and supports employee autonomy. Rizwan et al. (2014) also pointed out that the comfort level in the working environment is closely related to the psychological state of employees. Employees tend to be more satisfied when they work in an environment that is comfortable, safe, and has good autonomy. CLIMAVENETA has continuously optimized the work environment through HRBP, so that employees are not only comfortable in physical conditions, but also enjoy more autonomy in their work, which improves overall satisfaction.

In addition to the work environment, performance management is also one of the important organizational factors affecting employee satisfaction. Adams' (1965) equity theory states that when employees perceive that their performance is unfairly evaluated, this may lead to dissatisfaction and reduced motivation. Putra et al.'s (2023) study also shows that transparency and fairness in performance management have a profound impact on employees' job satisfaction. CLIMAVENETA has implemented a transparent and fair performance management system through HRBP to ensure that employees receive timely feedback and reasonable evaluations at work, which in turn increases their job satisfaction.

In terms of individual variables, Hackman and Oldham's (1976) theory of job design emphasizes that the autonomy, complexity, and challenge that employees attach to their jobs is one of the key factors influencing their satisfaction. Studies have shown that employees' intrinsic job motivation and satisfaction increase significantly when they perceive that their work leads to fulfillment. At CLIMAVENETA, HRBP has optimized job design to ensure that employees are provided with sufficient autonomy and challenge in their work, which in turn enhances their engagement and satisfaction with their jobs.

Career development opportunities are also an important factor that cannot be ignored in personal variables. A study by Lee & Chen (2018) points out that the gap between employees' expectations of career development and actual development opportunities affects their job satisfaction. Providing clear career development paths and training opportunities can significantly increase employee loyalty and satisfaction. HRBP at CLIMAVENETA helps employees achieve personal growth by providing customized training programs and career development opportunities, which in turn

increases their job satisfaction and loyalty to the company. HRBP at CLIMAVENETA helps employees achieve personal growth by providing customized training programs and career development opportunities, which in turn increases their job satisfaction and loyalty to the company.

Overall, employee satisfaction is the result of a combination of factors. By enhancing HRBP competencies in the areas of compensation management, work environment, performance management and personal career development, CLIMAVENETA is able to effectively improve employee satisfaction and drive overall organizational performance.

2.4.2 Research on Strategies for Improving Employee Satisfaction

Employee satisfaction is a key factor in measuring organizational success as it is closely related to productivity, employee retention and overall performance. Through a comprehensive analysis of related literature, scholars have suggested several key factors that influence employee satisfaction. The five core dimensions of the HRBP competency model play a crucial role in enhancing employee satisfaction.

Business acumen is particularly important in the impact of the HRBP competency model on employee satisfaction. Ulrich (2013) pointed out that HRBP, through their in-depth understanding of the business, are able to help employees clearly recognize how their work fits in with the strategic goals of the company, which enhances employee buy-in and motivation. Chen et al.'s (2021) study also showed that HRBP with high business acumen can provide employees with clearer career direction and business guidance, which in turn enhances job satisfaction, and that HRBP can further strengthen employees' sense of identity and responsibility to the organization by communicating with them about the relationship between the company's goals and their personal performance. In addition to this, strategic thinking and planning skills also have a significant impact on enhancing employee satisfaction.

According to Vroom's (1964) expectancy theory, when employees are able to see a clear career development path, their satisfaction will increase accordingly. HRBP helps employees understand their roles and positioning in the company's future development by developing detailed strategic planning and personal career development plans, which enhances employees' confidence and satisfaction in their future professional development (Lee & Chen, 2018). This not only helps employees' personal development, but also strengthens their sense of involvement in the company's strategy. Meanwhile, change management capability is also a key factor affecting

employee satisfaction. Herzberg's (1959) two-factor theory suggests that when faced with organizational change, employees will not be negatively affected in terms of satisfaction if they are effectively supported and guided. Caldwell (2008) further pointed out that HRBP, through effective change management, help employees to better adapt to changes in the work environment and reduce the uncertainty and anxiety caused by change. HRBP uses systematic change management strategies in promoting corporate transformation to ensure that employees are able to maintain a positive and stable attitude during the change process, which in turn enhances their satisfaction. Equally important, the impact of interpersonal and communication skills on employee satisfaction cannot be ignored. Research has shown that HRBP can effectively enhance employee engagement and buy-in by enhancing communication and collaboration within the organization (Kulik, 2007). Li's (2019) study further points out that HRBP' competency in interpersonal relationships and communication helps to promote teamwork and create a positive work atmosphere. HRBP, by establishing effective communication mechanisms, ensure that employees are able to understand changes in corporate policies in a timely manner, and enhances employee loyalty and satisfaction with the company by building trusting relationships. Finally, the impact of HR expertise on employee satisfaction is direct and far-reaching. Ulrich (2013) pointed out that HRBP, with their expertise in talent management and human resources, are able to provide employees with fair performance evaluations, training opportunities, and career development support. The job design theory proposed by Hackman and Oldham (1976) also suggested that when employees feel that their jobs are properly designed and that they have access to career development opportunities through effective management systems, job satisfaction will increase significantly. In CLIMAVENETA, HRBP helps employees to realize their career goals through a sound performance management and training system, which further enhances their job satisfaction and loyalty to the company.

Overall, through HRBP's performance in the five core dimensions of business acumen, strategic thinking and planning skills, change management skills, interpersonal relationship and communication skills, and human resources expertise, it can effectively enhance employee satisfaction and further promote the overall performance of the enterprise. HRBP, through the application of these core dimensions, helps employees to gain a sense of identity in the enterprise, development opportunities and a good working environment, thus enhancing employee motivation and loyalty.

2.5 Conceptual Framework

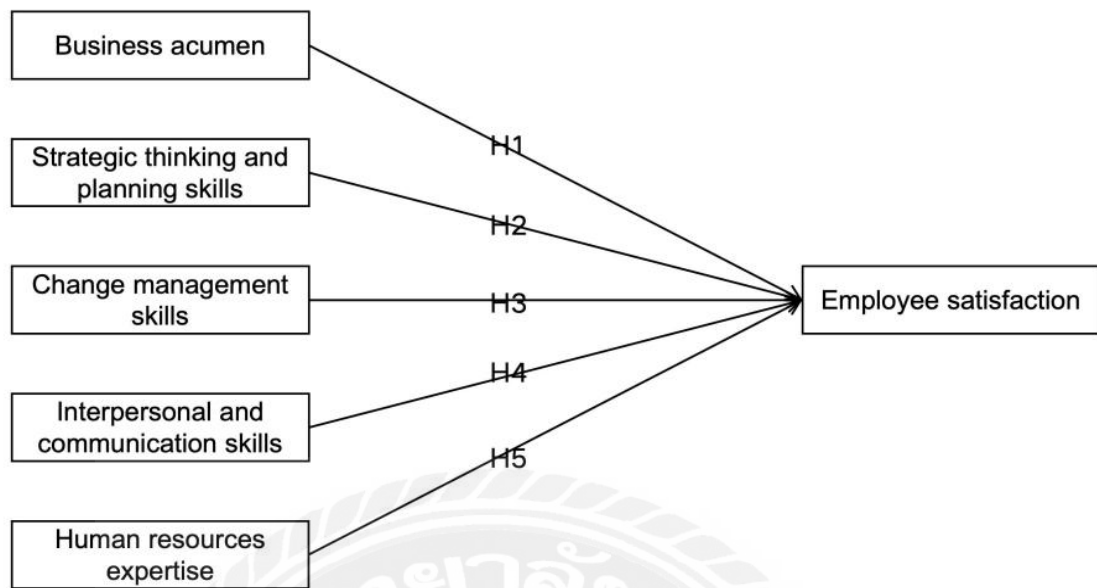


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study used the quantitative research methodology to explore the relationship between HRBP (Human Resource Business Partner) competency model and employee satisfaction. This method was chosen because it can visualize the relationship between variables through statistical data and provide an objective and repeatable basis for the study.

In terms of data collection, it relied mainly on a structured questionnaire. All items in the questionnaire were closed-ended, and a five-point Likert scale was used to quantify respondents' agreement or satisfaction with each indicator. This design ensured data consistency and facilitated subsequent statistical processing, while providing a more comprehensive reflection of employees' perceptions of the various HRBP competencies.

3.2 Population and Sample

The total population for this study was all the employees of CLIMAVENETA's headquarters, covering all the departments and different levels of personnel within the headquarters. The target population consisted mainly of employees directly involved in the company's daily operations, and a survey was conducted at the company's headquarters. Considering the total number of employees and the composition of each department at the company's headquarters, sample was drawn from the total population for the survey in this study to ensure that the data was broadly representative.

The sample size was determined by taking into account the total number of employees in the company, the expected return rate of the questionnaires, and the requirements for subsequent statistical analysis, and it was finally decided to distribute 220 questionnaires. After recovery and preliminary data cleaning, a total of 207 valid questionnaires were obtained.

In order to ensure the representativeness of the sample and the balance of the data, this study adopted the stratified sampling method. First, the total population was stratified according to key factors such as the department and position level of the employees, and then the respondents within each stratum were selected according to the principle of randomization. This method not only reflected the differences between different departments and positions, but also ensured that the data of each stratum were

fully reflected in the overall sample, providing a solid data basis for subsequent analysis.

3.3 Hypothesis

H1 :There is a positive relationship between business acumen and employee satisfaction

H2: There is a positive relationship between strategic thinking and planning skills and employee satisfaction

H3: There is a positive relationship between change management skills and employee satisfaction

H4: There is a positive relationship between interpersonal and communication skills and employee satisfaction

H5: There is a positive relationship between human resources expertise and employee satisfaction

3.4 Research Instrument

In order to ensure the operability of the questionnaire and to facilitate data analysis at a later stage, this study adopted a closed-ended question design and drew on the five-level scale of the American social psychologist Likert (Likert, 1932). The responses in the questionnaire were categorized into five levels: very satisfied, fairly satisfied, fair, not too satisfied and very dissatisfied, and were assigned scores of 5, 4, 3, 2 and 1, respectively. All items are positively scored, with higher scores representing higher employee satisfaction in that dimension. Eventually, the questionnaire was designed with 36 items covering the five core dimensions as shown in Table 3.1.

Table 3.1 Questionnaire Items

Dimension	Item
Business Acumen	1. HRBP can help me better understand the company's business strategy. 2. I know exactly what my work means and how it contributes to the company's goals. 3. HRBP is able to provide appropriate guidance and support based on the company's business needs.

	<p>4. The HRBP was able to apply business acumen to solving the problems I was experiencing.</p> <p>5. HRBP are able to identify and anticipate opportunities and challenges for the company in the marketplace.</p> <p>6. I think HRBP are able to accurately understand business needs and develop appropriate HR strategies.</p> <p>7. The HRBP is able to work with flexibility and adjust to changes in the company's business.</p> <p>8. I am able to effectively refocus my own work in line with the company's business direction.</p>
Strategic Thinking and Planning Skills	<p>9. HRBP was able to help me develop a clear career path.</p> <p>10. I feel that the company has a clear direction for my long-term career development plan.</p> <p>11. HRBP was able to provide me with advice that would help my career development based on the company's strategic plan.</p> <p>12. HRBP does a great job of helping employees clarify future development opportunities.</p> <p>13. HRBP are able to assist companies in efficiently breaking down long-term strategic goals into specific tasks.</p> <p>14. My thinking at the strategic level is effectively supported by HRBP.</p> <p>15. HRBP was able to help me better align my personal development goals with the company's strategy.</p> <p>16. HRBP is able to provide training and learning resources that will help me develop professionally.</p>
	<p>17. HRBP excel at responding to company changes and helping employees feel less anxious.</p>

<p>Change Management Skills</p>	<p>18.I was able to get effective support from HRBP during the company change.</p> <p>19.HRBP are able to respond to employee questions and provide assistance in the change process in a timely manner.</p> <p>20.HRBP improves employee engagement by increasing communication and collaboration within the organization.</p> <p>21.HRBP helped me adapt to the new workflow during the change process.</p> <p>22.I found the company's support policy during the change to be transparent and fair.</p> <p>23.HRBP demonstrate active leadership in the change process.</p> <p>24.I think HRBP can effectively guide team members through the challenges of change.</p>
<p>Interpersonal and Communication Skills</p>	<p>25.The HRBP was able to help me establish good lines of communication with other departments.</p> <p>26.HRBP demonstrated strong coordination skills in resolving my conflicts with coworkers.</p> <p>27.HRBP are able to listen to employees' opinions and feedback when communicating.</p> <p>28.HRBP has helped me build a solid network of people at work.</p> <p>29.The HRBP is able to effectively communicate adjustments to company policies and processes.</p> <p>30.The HRBP is able to demonstrate a high level of emotional intelligence and patience in communication.</p> <p>31.I find HRBP to be effective in assisting with cross-departmental communication.</p> <p>32.HRBP are able to create communication environments where employees are willing to express their true thoughts.</p>

Human Resources Expertise	<p>33.HRBP are able to select candidates that fit the company's culture during the hiring process.</p> <p>34.The HRBP is able to design and implement training programs appropriate to employee needs.</p> <p>35.HRBP demonstrate fairness and transparency in performance management.</p> <p>36.HRBP helped me develop a personalized growth plan that aligned with my career development.</p>
Employee Satisfaction	<p>37.Satisfaction with HRBP's Business acumen</p> <p>38.Satisfaction with HRBP's Strategic thinking and planning skills</p> <p>39. Satisfaction with HRBP's Change management skills</p> <p>40. Satisfaction with HRBP's Interpersonal and communication skills</p> <p>41.Satisfaction with HRBP's Huamn resources expertise skills</p>

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Validity Test

Exploratory Factor Analysis (EFA) is commonly used to assess the construct validity of scales to verify consistency and stability between measures of each latent variable. This method is a common tool for assessing the validity of scales. In this study, SPSS software is used to examine the structure of the dimensions. Validity is defined as the degree to which a measurement instrument is able to accurately measure the desired psychological or behavioral characteristic, i.e., the accuracy and reliability of the measurement results.

Before conducting factor analysis, Bartlett's sphericity test and Kaiser-Meyer-Olkin (KMO) test are usually used to assess the suitability of the data. Bartlett's test with a significance level of less than 0.05 ($p < 0.05$) indicates that there is likely to be a significant correlation between the variables and that it is appropriate to conduct factor analysis. KMO values are ratios that compare simple correlation and partial correlation between variables, with values ranging from 0 to 1. A KMO value greater than 0.9 indicates that factor analysis is appropriate; 0.7 to 0.9 indicates that it is appropriate;

0.6 to 0.7 is more appropriate; 0.5 to 0.6 is less appropriate; and less than 0.5 usually indicates that factor analysis should be discarded. In this study, the KMO value of more than 0.7 and the significance of Bartlett's sphericity test were very high ($p < 0.01$), indicating that the data are well suited for factor analysis.

Table 3.2 KMO and Bartlett Test

KMO and Bartlett's test			
KMO Number of Sampling Suitability Measure.			0.845
Bartlett's test of sphericity	approximate (math.)	chi-square	2365.520
	(number of freedom (physics)	degrees of	225
	significance		0.000

3.5.2 Reliability Test

Confidence analysis, also called reliability analysis, is designed to test the stability and consistency of measurement results and their reliability. To ensure the accuracy of measurement results, it is usually necessary to test the reliability of valid data in the questionnaire before conducting the formal analysis. In social science research, Cronbach's alpha coefficient is widely used for such analysis. Usually, a reliability coefficient of more than 0.9 indicates very high reliability; a coefficient between 0.8 and 0.9 indicates good reliability performance; if the coefficient is between 0.7 and 0.8, the reliability is still relatively good; if the coefficient is between 0.6 and 0.7, the reliability is acceptable; and a coefficient of less than 0.6 indicates that the scale needs further revision. From the results of the data analysis in Table 3.3, it can be seen that the reliability coefficient of the scale is high, so it can be inferred that the data of the questionnaire have high reliability.

Table 3.3 Reliability Analysis Results

Reliability statistics		
meters	Cronbach Alpha	item count (of a consignment etc)
Business acumen	0.837	8
Strategic thinking and planning skills	0.755	8
Change management skills	0.853	8
Interpersonal and communication skills	0.872	8
Human resources expertise	0.791	4

Employee Satisfaction	0.806	5
population (statistics)	0.825	41

3.6 Data collection

In order to obtain data of the satisfaction of CLIMAVENETA's employees at work and of the working environment in which they live, the study adopted a combination of online and offline questionnaire distribution, ensuring that all employees had the opportunity to participate. The online questionnaires were distributed through an internal system, while the offline questionnaires were distributed and collected uniformly through each department, and data collection lasted two weeks.

Before the official release of the questionnaire, the research team conducted a small-scale test, and based on the feedback from the participants, the content of the questionnaire was appropriately adjusted by removing questions that did not fit the company's situation as well as redundant questions. Before the official release, the team explained the purpose of the survey to all respondents again, and especially emphasized the anonymity of the answer sheet, so as to encourage employees to fill in the questionnaire truthfully, thus ensuring the authenticity of the data.

In the end, 220 questionnaires were distributed and all of them were successfully returned, of which 207 were valid questionnaires, with an effective recovery rate of 94%. Through this standardized process and data collection method, the study was able to ensure the reliability of the acquired data, laying the foundation for the subsequent in-depth analysis.

3.7 Data Analysis

To explore the relationship between employee satisfaction and various influencing factors, the collected questionnaires were processed using SPSS. First, a reliability analysis was conducted to measure the degree of random measurement error; high reliability scores indicated consistent results on repeated measures, confirming that the measurement instrument was both stable and reliable. On the other hand, validity refers to the ability of the measurement instrument to accurately capture the intended construct. Correlation analysis was used to examine the relationship between different dimensions and employee satisfaction. Since each dimension may have a different impact on job satisfaction, regression analyses were conducted separately for

each dimension. In short, correlation analysis revealed the relationship between the variables, regression analysis determined the level of significance, and the combined results were used to test the research hypotheses.



Chapter 4 Results of the Study

4.1 Introduction

This chapter focuses on analyzing the research data. The questionnaire was used to measure the current job satisfaction of the employees of CLIMAVENETA. Using data analysis software, the mechanism of different factors' influence on employees' job satisfaction and willingness to leave was clarified and the validity of the research hypotheses was verified.

4.2 Frequency Analysis of Demographic Characteristics of Sample

The statistical results on the personal characteristics of the respondents showed that the sample selection took full account of the actual situation of the various categories of employees and enhanced the representativeness of the study. The frequency distribution of each demographic characteristic is shown in Table 4.1.

Table 4.1 Employee Demographic Characteristics

Characteristic		Frequency	Percentage
Gender	Males	108	52.2
	Female	99	47.8
Age	Under 25 years old	5	2.4
	25-34	37	17.9
	35-44	118	57.1
	45 years old and above	47	22.6
Education attainment	High school and below	33	15.9
	Associate degree	68	32.8
	Bachelor	65	31.3
	Master	24	11.6
	Doctoral	15	7.2
Working experience	Within 1 year	27	13.2
	1-2 years	20	9.8
	3-5 years	55	26.5
	6-10 years	77	37.1

Years of experience	More than 10 years	26	12.5
	Within 1 year	36	17.4
	1-2 years	38	18.3
	3-5 years	82	39.4
	6-8 years	36	17.3
	More than 8 years	12	5.8
Income level	\$1,000 or less	22	10.5
	1001-1500	38	18.2
	1501-2000	55	26.3
	2001-3000	59	28.2
	\$3,000 or more	28	13.8

The results of the analysis show that the basic distribution of the sample is as follows: Gender: The workforce is balanced in terms of gender, with males accounting for 52.2% and females accounting for 47.8% of the employees. This near-even distribution suggests a diverse workplace that likely supports inclusive policies and practices. Age: Employees predominantly fall within the mid-age category, with 57.1% aged between 35 and 44. About 17.9% of employees are aged between 25 and 34, and 22.6% are aged 45 and above. A very small proportion, 2.4%, are under 25 years old. This indicates that the workforce mainly consists of mature professionals who likely contribute substantial experience and stability to the organization. Educational Attainment: The company's workforce is generally well educated, with a broad range of academic qualifications. All education levels are represented among employees. Approximately 15.9% of staff have a high school diploma or equivalent as their highest education, and about 32.8% have an associate degree or vocational certification. Around 31.3% hold a Bachelor's degree, while another 11.6% have attained a Master's degree. A small but significant 7.2% possess a Doctoral or other professional degree. In total, about 50.1% of employees have at least a Bachelor's degree, indicating that the overall education level of the team is high. This high proportion of college-educated employees suggests a workforce with strong foundational knowledge and specialized skills. Working Experience: Employees' tenure with the company varies considerably. The largest proportion (37.1%) have worked for the company for 6–10 years, indicating a significant group of mid-career employees. Around 26.5% have 3–5 years of experience, while 13.2% are relatively new, having joined within the last year. Employees with over 10 years of experience account for 12.5%, and 9.8% have 1–2 years of experience. This distribution highlights a balanced workforce in terms of tenure, blending new perspectives with substantial institutional knowledge. Years of

Experience: The distribution of professional experience among employees is weighted toward those in the earlier to mid stages of their careers. About 17.4% of employees have within 1 year of experience, and 18.3% have 1–2 years of experience, totaling approximately 35.7% of employees in the early stage of their careers. Approximately 39.4% of the workforce has 3–5 years of experience, making mid-level professionals a significant portion of the company’s talent pool. Employees with 6–8 years of experience make up roughly 17.3% of staff, bringing seasoned expertise to the organization. The remaining 5.8% have more than 8 years of experience, contributing long-term institutional knowledge. This indicates a moderately experienced workforce overall, balancing fresh perspectives with seasoned insight, and suggests that many employees build a considerable part of their careers at the organization.

Income Level: Employee salaries span from lower entry-level wages to higher-tier earnings, but are largely concentrated in a middle range. Approximately 28.7% of employees earn in the lower income tier (for example, below \$1,500 monthly), which typically includes entry-level roles or part-time positions. The majority of staff — about 54.5% — earn a mid-range income in the ballpark of \$1,501 to \$3,000 per month. This mid-level salary bracket is the most common, indicating that many roles in the company are mid-level positions or well-compensated junior roles. Meanwhile, roughly 13.8% of employees fall into a higher income bracket (above \$3,000 monthly), representing senior specialists, managers, and other top earners. Salary concentration in the \$1,501–\$3,000 range suggests that the company’s overall pay structure is moderate and middle oriented, while there are certainly high earners and a number of lower-wage positions, the compensation structure is not overly skewed toward either extreme. It reflects a balanced salary distribution that is in line with industry norms for a mid-sized firm, providing competitive but not extravagant compensation for the majority of employees.

Overall Summary: In summary, the company’s employee demographic profile reveals a well-qualified team that is largely highly educated, with approximately half of employees holding at least a Bachelor’s degree. The workforce has moderate experience on average, dominated by professionals with six to ten years at the company and a sizable number with three to five years of professional experience. Additionally, the income distribution is centered around mid-level salaries, with the largest group of employees earning within the middle-income range (\$1,501 to \$3,000 monthly). This combination of strong educational credentials, solid mid-level experience, and a predominantly middle-tier income structure characterizes the workforce as skilled and stable. It implies that the company attracts and retains competent professionals and rewards them with fair, market-aligned compensation. The demographics suggest an organization composed of capable employees who have both the knowledge and the experience to contribute effectively to the company’s objectives, while enjoying a remuneration system that is equitable and reflective of their roles.

4.3 Hypothesis testing

4.3.1 Correlation analysis

Correlation analysis is used to describe and analyze the nature of the relationship between two or more variables and their degree of relatedness. The mark "*" in the upper right hand corner of the correlation coefficient indicates that there is a relationship between the variables, while the absence of such a mark indicates that there is no relationship. Pearson's correlation coefficient ranges from -1 to +1. When $r > 0$, the two variables are positively correlated, i.e., when one variable increases, the other increases; when $r < 0$, the two variables are negatively correlated, i.e., when one variable increases, the other decreases.

Table 4.2 Correlation Analysis Results

Correlation Analysis						
	Employee satisfaction	Business acumen	Strategic thinking and planning skills	Change management skills	Interpersonal and communication skills	Human resources expertise
Employee satisfaction	1					
Business acumen	0.432**	1				
Strategic thinking and planning skills	0.582**	0.482**	1			
Change management skills	0.496**	0.368**	0.492**	1		
Interpersonal and communication skills	0.462**	0.249*	0.389**	0.212	1	
Human resources expertise	0.528**	0.215	0.298**	0.156	0.242*	1

** Significant correlation at the 0.01 level (two-tailed).

* Significant correlation at the 0.05 level (two-tailed).

According to the results of the above analysis, strategic thinking and planning skills have the highest correlation with employee satisfaction (0.573**), followed by interpersonal and communication skills (0.429**) and business acumen (0.392**). Overall, there were significant correlations between most of the factors, with some factors significant at the 0.01 level and others at the 0.05 level.

The figure shows the results of the correlation analysis of employee satisfaction with business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and human resources expertise.

A comparison of the coefficients in Table 4.2 reveals that when analyzing the correlation coefficients between strategic thinking and planning skills, change management skills, business acumen, interpersonal and communication skills and human resources expertise and job satisfaction, the values are 0.573, 0.337, 0.392, 0.429, 0.365, respectively, and all the factors positively correlated with job satisfaction. This suggests that these factors may contribute to employee satisfaction. However, since the correlation analysis mainly explored the correlation of surface data, regression analysis was further conducted to deeply explore the specific effects of these factors on job satisfaction.

4.3.2 Regression analysis

In this study, regression analysis was used to determine the relationship between the dimensions and overall satisfaction, to see if there is a linear relationship, and to clarify the extent to which the dimensions affect the dependent variable. In regression analysis, a goodness-of-fit test should generally be performed first to test the degree of fit of the regression line to the observations. The degree of fit is generally expressed as a coefficient of determination, also known as R^2 . The closer the R^2 value is to 1, the better the fit.

Table 4.3 Regression Analysis Results

Model Summary

	R	R Variance	Adjusted R-square	Errors in standardized estimates
1	0.736a	0.542	0.527	0.8315

a. Predictor variables: (constants), business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills and human resources expertise

proportions^a

	Non-standardized coefficient	Standardized coefficient	t	significance	(statistics) covariance
mould					

		standard			Beta		tolerances	VIF
		B	error					
1	(Constant)	-2.835	0.412		-6.321	0.000		
	Business acumen	0.205	0.080	0.142	2.546	0.013	0.829	1.208
	Strategic thinking and planning skills	0.476	0.090	0.325	5.312	0.000	0.707	1.415
	Change management skills	0.262	0.069	0.198	3.784	0.000	0.843	1.186
	Interpersonal and communication skills	0.284	0.072	0.210	3.943	0.000	0.852	1.174
	Human resources expertise	0.326	0.068	0.253	4.765	0.000	0.918	1.089

a. Dependent variable: job satisfaction

Regression analysis was conducted with employee satisfaction of CLIMAVENETA as the dependent variable and business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and human resources expertise as the independent variables, and the results are shown in Table 4.3. The results show that the adjusted R^2 value is 0.527, which is greater than 0.5, indicating that the model has a good fitting effect and the factors explain 52.7% of employee satisfaction. In addition, the significant Sig values of business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and human resources expertise are less than 0.05, indicating that the regression coefficients between these factors and employee satisfaction are significant and have strong explanatory power for changes in employee satisfaction. Therefore, hypotheses H1, H2, H3, H4 and H5 proposed in this study are supported.

4.4 Results of Hypothesis Test

All the hypotheses proposed in this study were verified by the results of the previous correlation and regression analyses, which are summarized in Table 4.4.

Table 4.4 hypothesis Test Results

Theoretical hypothesis	Result
H1: There is a positive relationship between business acumen and employee satisfaction	Established
H2: There is a positive relationship between strategic thinking and planning skills and employee satisfaction	Established
H3: There is a positive relationship between change management skills and employee satisfaction	Established
H4: There is a positive relationship between interpersonal and communication skills and employee satisfaction	Established
H5: There is a positive relationship between human resources expertise and employee satisfaction	Established

In summary, through the correlation analysis and regression analysis of data, the following conclusions are drawn: business acumen is positively correlated with employee satisfaction, which verifies hypothesis H1; strategic thinking and planning skills are positively correlated with employee satisfaction, which verifies hypothesis H2; change management skills are positively correlated with employee satisfaction, which verifies hypothesis H3; interpersonal and communication skills are positively correlated with employee satisfaction, which verifies hypothesis H4; human resources expertise is positively correlated with employee satisfaction, which verifies hypothesis H5. The result shows that in CLIMAVENETA company, improving business acumen, enhancing strategic planning ability, strengthening change management, building good interpersonal relationship, and improving human resources professional competence can help to improve employee satisfaction and work efficiency.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study aimed to examine the impact of the dimensions of Human Resources Business Partners (HRBPs) on employee satisfaction by thoroughly analyzing various influencing factors. The results revealed that employee satisfaction was shaped by several elements, including the external environment, internal management policies, and the gap between employees' psychological expectations and their actual benefits.

Business Acumen is essential for developing internal management policies and compensation systems that significantly influence employee satisfaction. A substantial mismatch between employees' psychological expectations regarding pay and their actual compensation can detrimentally impact satisfaction levels. HRBPs with strong business acumen actively engage in designing compensation and benefits policies that are both fair and competitive. By comprehensively understanding external market conditions and aligning them with internal objectives, HRBPs can ensure that employees' expectations are met through appropriate rewards. This alignment fosters a stable and satisfied workforce, enhances organizational loyalty, and contributes to overall business success.

Strategic Thinking and Planning Skills are crucial for enhancing job content and the work environment, thereby increasing employee satisfaction. Employees' emotional experiences are pivotal determinants of their job satisfaction. Providing a comfortable and supportive work environment, coupled with challenging and meaningful tasks, effectively motivates employees. HRBPs who excel in strategic thinking and planning promote cross-departmental collaboration, ensuring that employees' roles align well with their skills and career aspirations. Additionally, by proactively planning for necessary resources and anticipating future talent needs, HRBPs create a mutually beneficial scenario for both the organization and its employees. Such strategic alignment not only enhances job satisfaction but also drives organizational effectiveness and adaptability.

Change Management Skills are imperative during organizational transitions to maintain high levels of employee satisfaction. Effective change management involves guiding both leaders and employees through transitions to ensure smooth implementation of changes. HRBPs who advocate for optimizing organizational structures and processes help integrate resources that enable employees to adapt to new

conditions and challenges. Strong change management practices minimize resistance, enhance communication, and foster a culture of adaptability. During periods of adjustment, such as role realignments or the introduction of new initiatives, HRBPs ensure that employees feel supported and recognized, thereby sustaining motivation and engagement. Successful change management not only mitigates potential disruptions but also reinforces employee trust and commitment to the organization.

Interpersonal and Communication Skills play a significant role in shaping career development opportunities and positive supervisory relationships, which in turn impact employee satisfaction. Employees' expectations for career growth and constructive interactions with supervisors are vital for enhancing satisfaction. HRBPs utilize their interpersonal and communication skills to assist supervisors in fostering open, supportive, and instructive relationships with employees. This includes providing clear career progression paths, regular training, and promotion opportunities. Effective listening, transparent communication, and coordinated efforts help build trust and understanding between employees and management, strengthening employees' sense of belonging and professional identity, and leading to higher levels of satisfaction and organizational commitment.

Human Resources Expertise is essential for addressing job characteristics and individual traits that affect employee satisfaction. Factors such as workplace safety, pay equity, and organizational support are critical to satisfaction. HRBPs must incorporate these elements when developing competency models to ensure a positive work environment, clear career development pathways, and equitable compensation and performance management practices. By integrating key HR skills — such as performance evaluation, competency model development, and training and development planning—HRBPs can systematically enhance employees' sense of recognition and satisfaction, provide meaningful business support, drive engagement, and cultivate a productive and harmonious workplace culture.

In conclusion, by combining business acumen, strategic thinking and planning skills, change management skills, interpersonal and communication skills, and human resources expertise, HRBPs can more effectively enhance employee satisfaction. This integrated approach reinforces their role as strategic partners within the organization and supports long-term, sustainable organizational growth.

5.2 Suggestions for Improving Employee Satisfaction

5.2.1 Build cross-departmental collaboration mechanisms to enhance the depth of HRBP's business support

Building a cross-departmental collaboration mechanism is one of the key strategies to enhance the depth of HRBP business support. An effective collaboration mechanism not only enhances HRBP's professional ability and influence in different departments, but also helps them understand the unique needs of each business unit and effectively promote the realization of the company's overall business goals. Among the factors affecting the depth of HRBP support, cross-departmental information sharing and collaborative operations are particularly important. Through the collaborative mechanism, HRBP's business support value is better reflected, and to a certain extent, it is recognized by each department, so that they can continue to feel a sense of achievement and belonging in the organization.

Building a cross-departmental collaboration mechanism is not just about facilitating the simple flow of information, the key is to ensure the efficiency, accuracy and depth of support in the collaboration process, so that HRBP can play a greater role in the actual needs of each department. This requires that the design of the collaboration mechanism take full account of the actual needs of the business: firstly, an effective communication model should be established so that HRBP can fully understand the key tasks and performance needs of each department, and establish a strategic collaboration mechanism with "on-demand support". Second, the collaboration mechanism should be flexible enough to be adapted to the specific needs of different departments. This requires optimizing the current collaboration model, combining HRBP support with departmental performance to ensure that each department receives targeted support and ultimately improves its overall contribution. In the design of collaboration, reference can be made to the model of "regular communication + immediate feedback + review of results", while adjusting the participation of HRBP for the differentiated needs of different business areas, especially reflecting the tilt of support for the core business and key projects, so as to ensure the effectiveness of the collaboration mechanism.

The challenges of HRBP in cross-departmental collaboration are mainly focused on "timeliness of support" and "depth of business understanding", which indicates that there is still room for optimization of the current collaboration mechanism. The design of cross-departmental collaboration mechanism should be adjusted and improved around the following aspects:

- (1) Establish efficient and in-depth cross-sectoral collaboration mechanisms

With the rapid changes in the business environment and technological innovations, companies are placing higher demands on HRBP's support capabilities. In recent years, the global economic environment has been volatile, with factors such as epidemics, trade frictions, technological advances and policy adjustments constantly impacting company operations. This complex environment requires HRBP to not only have the flexibility to cope with challenges, but also to respond quickly to business needs and provide in-depth support in cross-departmental collaboration. Internally, the business needs of different departments are becoming more and more diversified, and HRBP need to accurately understand the needs of each department through an efficient collaboration mechanism to ensure the efficiency and consistency of the support process. With the development of the company and the adjustment of business structure, the depth of HRBP's understanding of departmental collaboration determines the effectiveness of support. Against the backdrop of intensifying competition, the support needs of key talents and technical professionals are gradually increasing, and HRBP need to coordinate resources and promote effective inter-departmental interactions. The key to cross-departmental collaboration is to provide high-quality and timely support, which requires HRBP to establish good communication channels with each business unit and to deeply understand the core objectives and current status of each department. According to Victor Vroom's expectancy theory, the magnitude of the support effect depends on the quality of HRBP's response and the expectation of business value. Through this collaboration, HRBP are able to get a clearer picture of the real needs and expectations of business departments while providing support.

(2) Build cross-sectoral collaboration mechanisms to ensure fairness and transparency

Fairness and transparency in cross-departmental collaboration are key to the depth of HRBP's support for the business and the basis for building trust. Fairness in collaboration can be understood as consistency in resource allocation and information access across departments, ensuring that HRBP's support for each business unit is both targeted and relatively balanced. What employees and departments care about is whether the effort put into the collaboration process receives the support and feedback it deserves, and whether HRBP treats each team fairly in cross-departmental collaboration. Therefore, the lack of transparent collaboration processes and resource allocation criteria may easily lead to misunderstandings and negative emotions among departments, ultimately affecting the overall collaboration effect. In addition, building a transparent collaboration mechanism also helps to improve HRBP' work efficiency and ensure the accuracy of information conveyed during cross-departmental

collaboration. Through clear communication channels and open feedback mechanisms, HRBP can understand the actual needs of each department and respond quickly, and help each department obtain the required resources. This not only reduces friction and suspicion in internal communication, but also effectively maintains a good collaborative atmosphere within the organization and prevents asymmetric information or uneven resources from affecting inter-team working relationships.

(3) Design differentiated support mechanisms for employee needs at different levels and positions to deepen HRBP business support.

In order to truly enhance the depth of HRBP's business support among employees at all levels, companies should design differentiated support mechanisms for HRBP based on the needs of different levels and positions. This not only helps HRBP meet individualized needs more effectively, but also ensures that their support at each level is more precise and in-depth. First, for top management, HRBP support should focus more on strategy implementation and execution of senior decisions. by means of regular reporting and participation in decision-making discussions, HRBP can provide timely and reliable support in the process of strategy implementation. HRBP can assist the management in performance evaluation, culture building, etc., to ensure that the top management receives the support they need for their actual operations. Second, for middle managers, HRBP should focus its support on resource coordination and team performance management. HRBP can provide flexible resource allocation solutions and feedback mechanisms to help middle managers optimize the efficiency of departmental resources, and at the same time, promote communication and collaboration among different teams to ensure smoother interdepartmental coordination and cooperation. For technical experts and grassroots employees, HRBP's support should pay more attention to their needs in terms of professional skills enhancement, knowledge sharing and career development. HRBP can help these employees to enhance their professional skills by setting up training platforms and organizing knowledge exchange sessions, and provide them with clear development paths to ensure that they can realize their self-worth in their positions. By providing tailored support mechanisms for employees at different levels and positions, HRBP can more accurately meet the unique needs of employees at all levels, thus playing a more in-depth support role in different functions and business needs, and truly enhancing the depth of its business support within the company.

5.2.2 Implement a personalized empowerment development path to enhance the sense of shared growth between HRBP and employees

Implementing personalized empowerment development paths is a key way for companies to stimulate employee potential and enhance the sense of shared growth between HRBP and employees. By providing employees with targeted growth and development support, companies can effectively stimulate employee motivation and initiative, so that they can achieve self-growth while working better for the company's goals. Modern organizational behavior and psychology theory suggests that employee growth and development can be guided and motivated through a systematic empowerment path. Using psychological methods to conduct demand analysis and behavioral research, we design personalized growth paths for employees' individual characteristics, so that they can obtain development support and positive feedback, thus achieving the purpose of consciously guiding and enhancing their potential.

Research has shown that employees in an environment lacking growth opportunities can often only realize 20%-30% of their potential; whereas in an environment of customized empowerment support, the same employees are able to stimulate 80%-90% of their potential. Among all the resources of an enterprise, human resources are undoubtedly the most elastic, through the development of personalized growth paths to meet the different development needs of employees, HRBP can continue to enhance the sense of growth and satisfaction of employees, so that they are in a state of sustained development, thus better realizing their personal values. CLIMAVENETA takes personalized empowerment as an important topic in future enterprise management, which not only can It can not only effectively motivate employees, but also form a good growth atmosphere within the organization and promote the common progress of HRBP and employees.

To improve employee satisfaction and increase their motivation, in addition to the need for material incentives, spiritual incentives are also indispensable to meet the CLIMAVENETA company's spiritual incentives should be strengthened from the following aspects:

(1) Personalized growth incentive goals

Through clear growth goals, we stimulate employees' intrinsic motivation and guide their behavior to help them stay motivated at work. The core of a personalized empowerment development path is to set a growth direction for employees that matches the company's development goals, so that they can achieve self-growth in the process of striving to achieve corporate goals. First, the company should clearly communicate its long-term, medium-term and short-term strategic goals, so that employees understand the direction of the company's development and their roles and responsibilities in achieving the goals. The overall goal of the company provides

employees with a vision and internal motivation for development, and is a guide for organizational and individual behavior. Secondly, HRBP should integrate the company's goals with employees' career development goals, and help employees recognize the interdependence of their own growth and the success of the company. In the personalized empowerment path, employees' growth goals should be combined with actual work performance and performance, while setting specific incentives for different positions. For example, management's growth is linked to departmental performance, technical staff focus on project achievement and innovation results, and skilled operators are based on work quality and efficiency. Through this kind of personalized incentives, employees can clearly see the results of their personal efforts, while enhancing the deep connection of common progress with the enterprise.

(2) Increased autonomy and challenge of work

Work itself is an effective motivator and HRBP can enhance employees' sense of achievement by increasing their options. To this end, the company can establish models for the development of different abilities according to the three channels of management, technology and operation, and provide employees with clear career growth plans. Employees can voluntarily choose to participate in the assessment of different channels, and through this two-way choice mechanism, employees have the opportunity to choose the direction of work that is suitable for their own development. HRBP, through the guidance of career planning, make the work itself become an effective way for employees to grow and self-actualization, and help employees to get the incentive and satisfaction of growth from the inside.

(3) Role modeling and motivation

The motivational role of role models is critical to employee growth and empowerment. The company has set up role models in the three growth channels to show the growth path and achievements of typical models, forming intrinsic motivation. The parallelism of the three-channel mechanism helps employees find their own positioning from different development directions. For example, professional and technical experts enjoy the same incentives and treatment as management, and technical backbones share generous benefits with senior technicians. Through the establishment of role model mechanism, employees can find the direction of learning and forward momentum in their work, making personal development and corporate needs more closely linked, while enhancing the depth of HRBP and employee growth experience.

5.2.3 Optimize internal communication mechanisms and create a positive network of relationships

Employee satisfaction depends largely on their communication experience and interpersonal relationship environment, in which HRBP plays the role of coordinator, helping employees to establish a good relationship network through optimizing the communication mechanism and enhancing their work engagement and satisfaction. In order to realize this goal, the following two aspects can be taken into account.

(1) Matching communication styles to employees' personality traits to enhance communication effectiveness.

Based on the theory of "Personality-Communication Adaptability", HRBP can identify the personality traits of employees and design appropriate communication methods for them, so as to enhance the effectiveness of communication and employee engagement. Employees with different personality traits have different preferences for communication styles. HRBP can use personality assessment tools to grasp the traits of employees and understand their needs and habits in communication. Then, according to the personality of the employees to match the appropriate communication style, to provide them with suitable communication channels, to help employees more actively participate in the interaction, expression of ideas and feedback. Through this kind of personalized communication, HRBP can not only improve the quality of communication, but also let employees feel understood and respected, enhance their sense of identification with the team and the company, and then improve overall satisfaction.

(2) Enriching the content of communication to enhance interaction and sense of belonging among employees

In order to further optimize the interpersonal network, HRBP can stimulate employees' enthusiasm for interaction and sense of belonging by enriching the content of communication. Most employees, especially knowledge-based employees, are more willing to participate in content-rich and in-depth communication activities. HRBP can organize cross-departmental seminars, thematic exchanges and other activities on a regular basis to increase the opportunities for employees to interact with each other, so that employees at different levels and positions can have more channels to learn from each other and share their experiences. Through diverse communication methods, HRBP can help employees find a sense of value and support in communication. At the same time, HRBP should establish an effective feedback mechanism to ensure that the improvement measures after communication are implemented, so that employees can see the actual effect of feedback, thus enhancing their trust in the company. This efficient communication mechanism not only increases synergy and understanding

among employees, but also further supports HRBP's competency enhancement so that it can play a greater role in promoting employee satisfaction and job performance.



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APPENDIX

Dear Survey Participant.

I am a researcher for the CLIMAVENETA Company Employee Satisfaction Study. To gain a deeper understanding of the satisfaction levels of CLIMAVENETA employees, we have developed this questionnaire. To gain a deeper understanding of the satisfaction levels of CLIMAVENETA employees, we have developed this questionnaire. Your responses will be used solely for this academic research and will be kept strictly confidential; they will not be used for any other purpose. Your responses will be used solely for this academic research and will be kept strictly confidential; they will not be used for any non-research purposes, nor will they involve any personal privacy issues. We highly value your feedback and promise to maintain strict confidentiality of all data. We sincerely appreciate your support and We sincerely appreciate your support and participation!

The questionnaire consists entirely of multiple-choice questions. We hope you will actively participate. Thank you again for your valuable time and assistance. We hope you will actively participate.

Part I. Basic information

1. Your gender

- A. Male
- B. Women

2. Your age

- A. 20-35
- B. 35-50
- C. Over 50 years of age

3. Your education.

- A. Specialized and below
- B. Undergraduate students
- C. Graduate students
- D. Doctoral students

4. You are here

- A. General staff
- B. Managers

5. Length of service

- A. 1 year

- B. 1 to 3 years
- C. 3 to 5 years
- D. 5 to 10 years
- E. More than 10 years

Part II Survey on Factors Affecting Employee Satisfaction

6.HRBP can help me better understand the company's business strategy.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

7.I know exactly what my work means and how it contributes to the company's goals.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

8.HRBP is able to provide appropriate guidance and support based on the company's business needs.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

9.The HRBP was able to apply business acumen to solving the problems I encountered.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

10.HRBP are able to identify and anticipate opportunities and challenges for the company in the marketplace.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

11.I think HRBP are able to accurately understand business needs and develop appropriate HR strategies.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

12.The HRBP is flexible and able to adjust to changes in the company's business as they work.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

13.I am able to effectively refocus my own work in line with the company's business direction.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

14.HRBP was able to help me develop a clear career path.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

15.I feel that the company has a clear direction for my long-term career development plan.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

16.HRBP was able to provide me with advice that would help my career development based on the company's strategic plan.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality

- D. Consent
- E. Strongly agree

17.HRBP does a great job of helping employees clarify future development opportunities.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

18.HRBP are able to assist companies in efficiently breaking down long-term strategic goals into specific tasks.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

19.My thinking at the strategic level is effectively supported by HRBP.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

20.HRBP was able to help me better align my personal development goals with the company's strategy.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

21.HRBP is able to provide training and learning resources that will help me develop professionally.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

22.HRBP excel at responding to company changes and helping employees feel less anxious.

- A. Strongly disagree

- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

23.I was able to get effective support from HRBP during the company change.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

24.HRBP are able to respond to employee questions and provide assistance in the change process in a timely manner.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

25.HRBP improves employee engagement by increasing communication and collaboration within the organization.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

26.HRBP helped me adapt to the new workflow during the change process.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

27.I found the company's support policy during the change to be transparent and fair.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

28.HRBP demonstrate active leadership in the change process.

- A. Strongly disagree
- B. Disagreement

- C. Neutrality
- D. Consent
- E. Strongly agree

29. I think HRBP can effectively guide team members through the challenges of change.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

30. HRBP was able to help me establish good communication channels with other departments.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

31. HRBP demonstrated strong coordination skills in resolving my conflicts with coworkers.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

32. HRBP are able to listen to employees' opinions and feedback when communicating.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

33. HRBP has helped me build a solid network of people at work.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

34. The HRBP is able to effectively communicate adjustments to company policies and processes.

- A. Strongly disagree

- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

35.The HRBP is able to demonstrate a high level of emotional intelligence and patience in communication.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

36.I find HRBP to be effective in assisting with cross-departmental communication.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

37.HRBP are able to create communication environments where employees are willing to express their true thoughts.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

38.HRBP are able to select candidates that fit the company's culture during the hiring process.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

39.The HRBP is able to design and implement training programs appropriate to employee needs.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

40.HRBP demonstrate fairness and transparency in performance management.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

41.HRBP helped me develop a personalized growth plan that aligned with my career development.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

42.Satisfaction with HRBP's Business acumen.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

43.Satisfaction with HRBP's Strategic thinking and planning skills.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

44.Satisfaction with HRBP's Change management skills.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

45.Satisfaction with HRBP's Interpersonal and communication skills.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

46.Satisfaction with HRBP's Human resources expertise skills.

- A. Strongly disagree
- B. Disagreement
- C. Neutrality
- D. Consent
- E. Strongly agree

