

# The Influence of HR Business Partners, Talent Mobility, and Employee Engagement on Employee Performance with the Mediation of Organizational Culture at Awal Bros Hospital, Pekanbaru

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## Abstract

This study aims to analyze the influence of HR Business Partners, Talent Mobility, and Employee Engagement on employee performance with organizational culture as a mediating variable at Awal Bros Hospital, Pekanbaru. This study uses a quantitative approach with a survey method by distributing questionnaires to 145 respondents who are employees from various work units. The data analysis techniques used are multiple regression and mediation test. The results show that HR Business Partners, Talent Mobility, and Employee Engagement have a positive and significant effect on employee performance. In addition, these three variables also have a significant effect on organizational culture. Organizational culture is proven to have the strongest influence on employee performance and acts as a partial mediating variable in the relationship between HR Business Partners, Talent Mobility, and Employee Engagement on employee performance. These findings indicate that human resource management practices not only directly affect performance but also through the internalization of organizational values. Theoretically, this study strengthens the relevance of Social Exchange Theory, Job Demands–Resources Model, and Resource-Based View in explaining the relationship between HR management practices, psychological factors, and employee performance. Practically, the results of this study provide implications for organizations to strengthen the role of HR Business Partners, improve talent mobility programs, encourage employee engagement, and consistently internalize organizational culture as a strategy to improve employee performance.

## Keywords

HR Business Partner, Talent Mobility, Employee Engagement, Organizational Culture, Employee Performance



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## INTRODUCTION

Hospitals are public service entities operating in complex, dynamic, and high-risk work environments. These characteristics require healthcare workers to be able to provide services accurately, quickly, and with a focus on patient safety. In this

context, employee performance is a key determinant, influencing not only operational effectiveness but also service quality and overall patient satisfaction (Aiken et al., 2012; West et al., 2014). Therefore, improving employee performance is not merely an internal organizational issue but an integral part of a sustainable healthcare system. Facing high work pressure, hospital organizations are required to manage human resources more strategically and adaptively. One increasingly emerging approach is transforming the role of the human resources function through the concept of the HR Business Partner (HRBP). Unlike traditional administrative approaches, the HRBP acts as a strategic partner involved in aligning HR policies with operational needs and organizational goals (Ulrich et al., 2012; Wright & Ulrich, 2017). This role allows the HR function to focus not only on workforce management but also directly contribute to performance improvement through the development of work systems and employee capabilities.

Furthermore, the dynamics of hospital organizations also demand high workforce flexibility, making talent mobility practices increasingly relevant. Talent mobility, which includes job rotation, promotions, and career development, provides employees with opportunities to expand their competencies and improve their adaptability to various work situations (Collings et al., 2019). In the rapidly changing context of hospital operations, this practice not only improves individual quality but also helps organizations optimize workforce distribution more effectively. Furthermore, employee psychology also plays a crucial role in determining performance, as reflected in the concept of employee engagement. Employees with high levels of engagement tend to demonstrate greater work energy, dedication, and commitment to the organization (Schaufeli et al., 2002; Saks, 2006). In the healthcare sector, high levels of engagement impact not only productivity but also the quality of interactions with patients and the safety of services provided (Bakker & Demerouti, 2007).

Globally, the quality of healthcare services is significantly influenced by the performance of healthcare workers and effective human resource management. The World Health Organization (WHO) states that more than 50% of healthcare service quality is determined by human resource factors, including competence, engagement, and management systems. In Indonesia, challenges in healthcare worker performance also remain a concern, with several studies demonstrating performance variations influenced by organizational factors, workload, and limitations in strategic HR management (Ministry of Health, 2022). Furthermore, a Gallup report (2023) shows that global employee engagement remains relatively low,

with only around 23% of employees classified as engaged. This directly impacts organizational productivity and performance. In the healthcare sector, low engagement can have even more serious consequences because it directly relates to patient safety and service quality. In the context of modern organizations, the role of the HR Business Partner (HRBP) is becoming increasingly important in bridging organizational strategy with human resource management practices. Research by Ulrich and Dulebohn (2015) shows that organizations that effectively implement HRBPs have higher performance than those that still use traditional HR approaches. Another study by Boudreau and Lawler (2014) also confirms that transforming the HR function toward a strategic direction can improve an organization's capabilities in facing changes in the work environment.

Furthermore, talent mobility practices are also a crucial strategy for improving employee performance. Collings et al. (2019) demonstrated that organizations that systematically implement talent mobility are able to increase workforce productivity and flexibility. Research by De Vos et al. (2021) also found that sustainable career mobility contributes to increased employability and individual performance. On the other hand, employee engagement has been widely demonstrated as a key determinant of employee performance. Saks (2019) and Albrecht et al. (2015) show that engaged employees tend to have higher performance, stronger loyalty, and lower turnover rates. In the healthcare sector, engagement is also related to service quality and patient safety (Bakker & Demerouti, 2007). Several studies have shown that organizational culture plays a crucial role as a mediating mechanism in this relationship (Boon et al., 2019; Nguyen et al., 2020). A strong organizational culture can internalize work values and shape employee behavior that aligns with organizational goals.

However, the relationship between human resource management practices and employee performance is not always straightforward. In many cases, contextual factors influence the strength of the relationship, one of which is organizational culture. Organizational culture represents a system of values and norms that shape employee behavior patterns at work (Schein, 2010; Robbins & Judge, 2017). In the context of Awal Bros Hospital in Pekanbaru, organizational cultural values are formulated in the PRIMA concept (Professional, Neat, Worshipful, Listening, and Assertive), which serves as a guideline for developing service-oriented work behavior. The existence of a strong organizational culture allows these values to be not only symbolic but also internalized in daily work practices. Thus, organizational

culture has the potential to be a mechanism that bridges the influence of HR practices on employee performance.

Furthermore, in the empirical context of Indonesia, research examining the role of organizational culture as a mediating variable is still relatively limited, particularly in the hospital sector, which is characterized by high-risk work and complex operational pressures. Most national studies still focus on direct relationships, such as job satisfaction or leadership, with performance. Consequently, there is little exploration of the mechanisms by which HR management practices can translate into performance through the internalization of organizational values. Furthermore, studies linking HR management practices to contextual organizational culture based on local values, such as the PRIMA values at Awal Bros Hospital, are still rare in the literature. Yet, these values have the potential to be a key factor in bridging the relationship between organizational policies and employee work behavior.

Based on these gaps, this study offers a contribution by developing an integrative model that examines the simultaneous role of HR Business Partners, talent mobility, and employee engagement on employee performance, and places PRIMA value-based organizational culture as a mediating variable in the context of hospitals in Indonesia. Although previous research has extensively examined the relationship between human resource management practices and employee performance, studies integrating HR Business Partners, talent mobility, and employee engagement into a comprehensive model are still relatively limited (Wright & McMahan, 2011). Furthermore, the use of organizational culture as a mediating variable in the context of hospitals in Indonesia has not been explored in depth. Therefore, this study offers novelty by developing a model that examines the simultaneous role of these three variables and positions PRIMA's value-based organizational culture as a mediating variable in explaining employee performance at Awal Bros Hospital, Pekanbaru..

## **METHODS**

This study uses a quantitative approach with an explanatory research type to examine the causal relationship between independent variables (HR Business Partner, talent mobility, and employee engagement) on employee performance as the dependent variable, with organizational culture as the mediating variable. This approach allows for objective measurement of the relationship between variables through numerical data and systematic hypothesis testing. The study was conducted at Awal Bros Hospital, Pekanbaru, from April to June 2026, with a population of all

hospital employees including medical, nursing, and administrative staff. The sample was determined using purposive sampling with certain criteria, namely active employees for at least 6 months, involved in operations, and understanding organizational culture, with the number of respondents around 120–200 people. The research variables consisted of HR Business Partners, talent mobility, employee engagement, organizational culture, and employee performance, measured using a Likert scale of 1–5 based on their respective indicators. Data were collected primarily through questionnaires, then analyzed using SPSS through several stages, namely the outer model test (validity and reliability), the inner model test (R-square, path coefficient, T-statistic, and P-value), and the mediation test using the bootstrapping method to test the indirect influence between variables.

## FINDINGS AND DISCUSSION

The results of this study indicate that HR Business Partners, Talent Mobility, and Employee Engagement significantly influence employee performance, both directly and indirectly through organizational culture. Conceptually, these findings reinforce the Social Exchange Theory, which explains that when organizations provide support through effective human resource management practices, employees will reciprocate with improved performance. Furthermore, these results are also in line with the Job Demands–Resources Model, where HR practices and employee engagement act as work resources that can increase employee motivation and performance. From a Resource-Based View perspective, organizational culture is seen as an intangible asset capable of creating sustainable competitive advantage.

More in-depth, the research results show that cultural and psychological factors play a more dominant role than structural factors in improving employee performance. Organizational culture and employee engagement are key variables that explain how organizational policies and practices translate into productive work behavior. In the context of Awal Bros Hospital Pekanbaru, an organizational culture based on PRIMA values has been shown to play a significant role in shaping employee work behavior that is professional, communicative, and service-oriented.

### **The Influence of HR Business Partners on Employee Performance**

The research results show that HR Business Partners significantly influence employee performance. This indicates that the strategic role of the HR function in aligning HR policies with the organization's operational needs can improve employee effectiveness. HR functions, which are not merely administrative but also strategic, enable organizations to manage human resources more adaptively and responsively to the dynamics of the work environment. These findings align with Wright and Ulrich (2017), who stated that transforming HR into a strategic partner contributes to improved organizational performance. Furthermore, Jiang and Messersmith (2018) emphasized that an integrated HR

system can improve performance through employee capability development. In the Indonesian context, research by Rahmawati and Handayani (2022) also shows that effective HR practices in the healthcare sector significantly impact employee performance. Thus, the role of HR Business Partners at Awal Bros Hospital in Pekanbaru has proven to be a driving force for improving employee performance.

### **The Impact of Talent Mobility on Employee Performance**

The research results show that talent mobility has a positive impact on employee performance. This suggests that opportunities for rotation, promotion, and career development can improve employee competence, flexibility, and readiness to face changing work demands. These findings align with those of Collings et al. (2019), who stated that talent mobility is a crucial factor in improving organizational performance through human resource development. De Vos et al. (2021) also emphasized that sustainable career mobility contributes to increased employee adaptability. In a national context, research by Prasetyo and Marlina (2022) shows that talent management significantly impacts employee performance. Therefore, implementing talent mobility at Awal Bros Hospital in Pekanbaru can be an important strategy for improving the performance of healthcare workers.

### **The Influence of Employee Engagement on Employee Performance**

The research results show that employee engagement has a significant impact on employee performance, even being the variable with the greatest direct influence compared to other variables. This indicates that employee emotional and psychological involvement is a dominant factor in increasing productivity and work quality.

These findings are consistent with research by Saks (2019) and Schaufeli (2019), which showed that employee engagement has a positive relationship with employee performance. Furthermore, Albrecht et al. (2015) stated that engagement is a key factor in creating organizational competitive advantage. In the Indonesian context, research by Fahmi and Sanjaya (2020) and Lestari and Wulansari (2021) also shows that employee engagement significantly influences performance, particularly in the service and healthcare sectors. This confirms that the level of employee engagement at Awal Bros Hospital Pekanbaru is a strategic factor in improving service quality.

### **The Influence of Organizational Culture on Employee Performance**

The research results show that organizational culture has the strongest influence on employee performance. This indicates that well-internalized organizational values can shape positive and consistent work behavior.

These findings align with Hartnell et al. (2019), who demonstrated that organizational culture significantly impacts performance. Nguyen et al. (2020) also emphasized that a strong organizational culture can improve employee effectiveness. In the Indonesian context, research by Arianto (2019) and Hidayat and Cahyono (2021) demonstrates that organizational culture significantly impacts employee performance. In this study, PRIMA's cultural values serve not only as organizational symbols but also as a value system that

guides employee behavior in carrying out tasks professionally, communicatively, and with a focus on patient care.

### **The Mediating Role of Organizational Culture**

The results of this study indicate that organizational culture acts as a partial mediating variable in the relationship between HR Business Partners, Talent Mobility, and Employee Engagement and employee performance. This suggests that HR management practices not only directly influence performance but also through the formation of organizational culture.

More deeply, organizational culture functions as a mechanism of transformation, transforming HR policies and practices into productive work values, norms, and behaviors. Thus, the influence of HR practices on performance is stronger when supported by a well-internalized organizational culture.

This finding aligns with Jiang and Messersmith (2018) who stated that HR practices influence performance through organizational mechanisms such as culture and work climate. Boon et al. (2019) also demonstrated that an effective HR system can shape an organizational culture that supports performance. In the Indonesian context, research by Putra and Dewi (2019) demonstrated that organizational culture can mediate the relationship between management variables and employee performance. Thus, the PRIMA value-based organizational culture at Awal Bros Hospital in Pekanbaru serves as a strategic link between HR practices and improved employee performance.

## **CONCLUSION**

Based on the analysis and discussion, this study shows that HR Business Partners, Talent Mobility, and Employee Engagement have a positive and significant influence on employee performance at Awal Bros Hospital Pekanbaru. The role of HR Business Partners as strategic partners has been proven to increase work effectiveness by aligning human resource policies with the organization's operational needs. In addition, the implementation of talent mobility that provides opportunities for rotation, promotion, and career development contributes to improving employee competence and work flexibility.

Employee engagement has been shown to be a dominant factor directly influencing employee performance, indicating that employee emotional and psychological engagement is key to increasing work productivity. On the other hand, organizational culture has the strongest influence on employee performance, confirming that organizational values play a key role in guiding work behavior.

Furthermore, organizational culture has also been shown to act as a partial mediating variable in the relationship between HR Business Partners, Talent Mobility, and Employee Engagement on employee performance. This suggests that the influence of HR management practices on performance is not only direct but also

strengthened through the internalization of organizational values. Thus, the combination of strategic HR management practices, high levels of employee engagement, and a strong organizational culture are key factors in improving employee performance in the hospital sector.

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