

HR Business Partnering in Pakistan: Bridging the Academic Practice Gap for Strategic HR Transformation

Syed Hassan Ghufuran

gzaidi23@gmail.com

Research Scholar, Department of Public Administration, University of Karachi, Pakistan

Dr. Ghazal Khawaja Hummayun

gkhawaja@uok.edu.pk

Associate Professor, Department of Public Administration, University of Karachi, Pakistan

Corresponding Author: Syed Hassan Ghufuran gzaidi23@gmail.com

Received: 11-02-2026

Revised: 26-02-2026

Accepted: 13-03-2026

Published: 28-03-2026

ABSTRACT

Human Resource Business Partnering (HRBP) has become one of the key focus areas of modern HR management, transforming HR from an administrative support role to one which is part of the business, strategic and advisory. The model of HRBP which was popularised by Ulrich (1997) has a focus on the strategic alignment, workforce planning, consulting skills, change management ability, evidence based decision-making and close working relationship between HRBP and business stakeholders at a global level. But it is not the case in Pakistan where HRBP adoption is not uniform. There can be many variations in HRBP related job titles, but in reality, HRBP remains a position of operational HR responsibility instead of business partnering. Meanwhile, academic training of future HR professionals is not quite aligned with the remodeling of the HR profession in today's context. The current study aims at measuring HR Business Partnering in Pakistan, revealing the shortcomings between HR practice in the companies and academic training. The design of the study was quantitative, cross sectional which measured the existing perceptions, pattern and preparedness of the respondents involved in the study. The respondents in the study consisted of HR professionals of Corporate Sector and faculty from HR & Management education institutes of Pakistan. The number of HR professionals and HR faculty involved in the project were 64 and 26 respectively and collected using purposive sampling with a structured questionnaire as primary data collection methods. It is under this umbrella that the professional survey reveals data on strategic HR involvement, competency alignment of HR Business Partners, business acumen, consulting capability, digital and analytics capability, organization's exposure to HRIS, organizational support, HR role clarity, and academic readiness. The HRBP curriculum coverage, HRBP teaching practices, exposure to HRBP related subjects of HR analytics, HRIS, Graduate skill gap, linkage with industry and priority areas of curriculum reform have been explored by faculty through a survey. The study is supported by the Institutions Theory of DiMaggio & Powell (1983), Human Capital Theory of Becker (1964) and Contingency Theory of Lawrence & Lorsch (1967), as well as HRBP model (Ulrich, 1997). The results revealed that HR is slowly making its way towards strategic role in Pakistan but it is a yet to be complete and consistent process. HR professionals indicated moderate levels of role engagement strategy and competency alignment, with an analytics capability being a relatively high strength recognition area. Some challenges were found in the areas of business acumen and readiness for consulting, role clarity, enablement of leadership, administrative overload, HRIS maturity and academic preparation. Second, faculty responses also validated that a formal academic competency for HR is not yet fully integrated into the HR curriculum for HRBP. Based on the study results, it is concluded that Pakistan needs two sets of reforms, one in the corporate to develop HRBP culture, and another in academia to ensure its modernization. Improved models for HR, development of HR analytics, curriculum updates, applied learning, and industry-academic connections within HR are suggested for developing future HR practitioners for business partnering roles.

Keywords: *HR Business Partnering, Strategic HRM, HR Analytics, Academic Curriculum, Pakistan, Quantitative Research.*

BACKGROUND OF THE STUDY:

HRM, as a field, has undergone considerable change in the past few decades. Historically, HR is mainly about run-of-the-mill activities, such as hiring, maintain day-to-day payroll processing, employee records and obeying labor laws. The earlier version of HR was seen mainly as one of the supports instead of a contributor to organizational performance.

But due to globalization, high speed of technological change, competitive market environment and changing expectations of workers of the world, this focus has shifted in the organization. Human capital has become an important asset for modern organizations to obtain sustainable competitive advantage. This transformation has led HRM to become a strategic function through which organizations can boost their agility, innovation and growth.

The shift from conventional personnel management to Strategic Human Resource Management (SHRM) put the HR policies firmly on the agenda in relation to achieving the goals of the organization. However, despite that strategic goal, SHRM can sometimes be policy focused and may not always make HR professionals and business leaders into operational partners. Given this, the HR Business Partner (HRBP) model was implemented as an embedded and business-focused way of delivering HR.

Evolution from HRM to HR Business Partnering:

Strategic Human Resource Management Era — 1980s to Mid-1990s

The expectations on HR have shifted since the 1980s with the influence of globalization, competitiveness in the labor market and more recently the emergence of knowledge-based economies. Organizations started to realize that factors such as people, skills, capabilities and culture of organizations can directly impact the competitive advantage. However, the change resulted in a new paradigm, Strategic Human Resource Management (SHRM) that puts más emphasis on connecting Human Resource practices to the organization's objectives.

Derived from empirical data, this paper also points to the strategic significance of HR practices, specifically in the Pakistani context. Researchers have suggested a connection between strategic HR practices, competitive priorities and employee engagement and organizational performance in industries like manufacturing and banking (Adil, 2014; Bhutta et al., 2019; Shahid & Siddiqui, 2020 ; Bajwa et al., 2024 ; Akmalet al ., 2026). Yet, even though it was an oriented organization, SHRM sometimes was policy-driven, centrally-designed. HR was not well connected to the business in many organisations and with line managers. This restriction paved the way for the evolution of HR to the next level, HR Business Partnering.

Global HRBP Competency Expectations:

The Human Resource Competency Study (HRCS) places a distinct emphasis on “outside-in” strategic positioning toward the HR function, in that people leaders interpret shifts in the external market and use the resulting information to inform workforce decisions (Dave Ulrich & Brockbank, 2016 ; Akmal et al ., 2025).

There are a few key areas where HRBPs' competencies have been converged. These include:

- ❖ Entrepreneurial skills and knowledge
- ❖ Determine how to exert influence on others and offer consulting support. Perform credible influence and consultation skill.
- ❖ Involve leaders and organization change
- ❖ The efficient execution of talent and leaders. Effective execution of talent and leaders.
- ❖ The functional structure and system. Functional management and system management.
- ❖ Learn how to manage and analyze data, and understand the significance of a technologically fluent human resource communication.

In addition, the World Class HRBP Framework from Cornell Center for Advanced Human Resource Studies (CAHRS, 2025) emphasizes that HRBPs should be centered around the business and how they can be used to fuel talent and leadership pipelines, organizational effectiveness and employee value propositions.

Research however warns that competency models can outperform as an HRBP effectiveness predictor, unless they are embedded in an appropriate organizational context. But competency frameworks are far from sufficient in determining HRBP success, as Caldwell (2008) discovered organisational readiness and role implementation had a significant impact on the success of HRBP.

The results suggest that both organizational structures and individual ability are needed to make HRBP work well.

Moreover, the use of traditional HRM and SHRM frameworks has maintained its party dominance and is seldom complemented by building HRBP specific skills like analytics, consulting and change leadership in Pakistan academia. That there is a mismatch between the expected competencies for HRBP as set forth by global employers and academic preparation locally gives rise to a perpetual mismatch practice gap.

That is why this study focuses on HRBP practices in Pakistan and to establish the competency gaps, an adapted HRBP framework was recommended to meet the requirements of both the industry and academia.

Research Objectives:

The aim of this research is to systematically investigate HRBP practices and implications in the corporate and academic arena in Pakistan.

Objective 1: “To examine current HRBP practices in Pakistan’s corporate sector”

Objective 2: “To Identify competency and gaps in skills for HRBPs”

Objective 3: “To analyze the models of HRBP in world regarding contextual adaptation”

Objective 4: To research on interventions in academics to address practice gaps on HRBP”

Research Questions:

Research Question 1: To know the current state of the HRBP practices on the corporate level in Pakistan.

Research Question 2; What are the significant competencies gap points identified in the HRBP of the industries of Pakistan?

Research Question 3: What are the comparisons of HRBP practices between Pakistan and Global competency frameworks?

Research Question 4: What academic and curriculum based changes are needed to increase HRBP preparedness?

INTRODUCTION TO THE LITERATURE REVIEW:

□ To develop the theoretical, conceptual and empirical basis of the study; and

To explore HRBP Models, Competency Frameworks, and Debates around implementation at the international level; and

□ to relate HRBP literature to the emerging economy evidence and Pakistan specific evidence;

To define academic/practice gap that will support study's concept design.

After a brief history and theory of HR roles, it has followed the steps towards its evolution from Personnel Management towards Strategic Human Resource Management (SHRM) (2020) and later the model of HR Business Partner (1997). It reviews and critically evaluates contemporary competency models of HRBPs such as those developed by Dave Ulrich (1997), Brockbank (2016), Chartered Institute of Personnel and Development (CIPD, 2024), and the Cornell Center for Advanced Human Resource Studies World-Class HRBP Framework (CAHRS, 2025). The growing of digital transformation, HR analytics and data-driven decision making into the expectations of HRBP is not given less importance.

The chapter then reviews the HRBP implementation in an emerging economy, adopting a context-based approach to understanding constraints based on institutional and contingency theory. The discussion serves as a necessary step towards exploration of HRBP practices in Pakistan, where empirical studies are limited. The chapter ends with a discussion of the role that the academic curriculum and professional development systems play in shaping the HRBP competency readiness which in turn culminates into a conceptual framework of the study and a research gap synthesis.

Towards the end of the 20th century, HRM theory and practice changed, with the emergence of Strategic Human Resource Management. SHRM suggested that the HR systems, if linked with business goals, will be able to improve performance of the organization. According to Wright & McMahan (1992) SHRM is the “design of planned HR deployments and activities intended to allow the firm achieve its goals.”

The HR Business Partner has emerged as a structural and role based approach to the shortcomings of SHRM, launched by Dave Ulrich (1997). While the shift toward strategic alignment at the policy level is an important element of HR redesign, Dave Ulrich suggested a different HR role restructuring in the four domains of HR:

❖ Strategic Partner

- ❖ Administrative Expert
- ❖ Employee Champion
- ❖ Change Agent

The Four-Role HR Model (1997) by Dave Ulrich tried to balance the operational and strategic contributions to the business. The HRBP aspect in particular focused on the need to place HR practitioners in the units of the business, so that they are able to carry out constant communication with line management. Rosalia Mitsakis (2014) also asserts that strategic HR positioning is when HR is aligned with business goals and is a part of both organizational performance and risk management.

Resource-Based View (RBV): HRBP allows to develop human resources as a competitive resource (Barney, 1991).

Institutional Theory: it is hypothesized, that the more the organization is perceived as in need of legitimacy with respect to western model rather than functionality, the more likely it is to adopt HRBP (DiMaggio & Powell, 1983).

Strategic HRBP: This theory states that variables in the context of HRBP – like industry, size of organization, leadership style, and level of technological maturity – determine the success of the HRBP.

Human Capital Theory: ROI from competencies of HRBP increases productivity and adaptability of the workforce and organization.

These theories, when combined, imply that HRBP is not always successful and is not necessarily a bad program. It depends on uniformity at the organizational level and extent the organization is uniformly characterized institutionally.

Although Dave Ulrich's (1997) original HRBP model redefined HR roles structurally, other research has moved focus to the competency of HR requirements to be successful in business partnering. The shift from role definition to a competency operationalization is a major step towards the evolution of HRBP scholarship. Role definition to competency operationalization is a major shift in HRBP scholarship. Today, the debate isn't whether or not HR should be strategic, but what kind of competencies drive business value.

Digital Transformation and the Data-Driven HRBP:

Digital transformation is one of the top trends that is driving HRBP roles in the 21st century. The role of HR in contributing to business decision-making is quite different today, due to the advancement of artificial intelligence, predictive analytics, cloud-based HRIS systems, and workforce dashboards.

From Administrative Automation to Strategic Analytics:

Early HRIS systems were mainly related to automating employee records and payroll. Yet, in today's digital era, predictive analytics, HR dashboards, talent forecasting and AI-powered recruitment algorithms are all part of the package in HR technology platforms. According to Davenport and Harris (2007) analytics can be a competitive differentiator and can help firms make better decisions based on information.

HR analytics maturity models typically classify organisations as being in four phases – descriptive, diagnostic, predictive and prescriptive. Descriptive analytics identify trends in the past, predictive analytics predict future scenarios of workforce, while prescriptive analytics offers most optimal pathways for decisions.

This metamorphoses HRBP as a “people manager” and also considers him/her as a “data interpreter and strategic translator.” However, analytics come with added competency challenges. An over foregrounding of quantitative aspects of HR practice may exclude relational and ethical measures.

Digital Fluency and the Changing Skill Profile of HRBPs:

Digital transformation doesn't stop at analytics, it's more of a technological fluency. HRBPs have come to realize that they are expected to be familiar with tools for automation, employee experience platforms, and AI-powered tools for hiring.

Having HR workforce data that is correlated with business results will be more relevant and credible to engage with the C-suite, states McKinsey (2022). So, the skill of analytics makes itself "political capital".

HR, however, faces accountability pressures with analytics integration, as well. Quantitative grey legislation makes HR's performance more transparent, and is likely to bring more scrutiny.

Artificial Intelligence & the Art of the HRBP of the future.

Today, AI-powered tools are impacting more and more on talent acquisition, employee engagement analytics and performance management systems. Algorithms can forecast turn-over risks and skills deficits.

There are some pressing theory questions that need to be addressed: will AI act as a complement or supplant part of HRBP counseling? Though analytical tasks might become automated, matters of consultation, ethics and change facilitation will continue to rely on a human component.

Strategic HRM Evidence in Pakistan:

HR systems impact business results in different industries, as shown from empirical studies carried out in Pakistan. Adil (2014) established that Strategic HRM practices had significantly positive effects on the strategic HRM's priorities which encompass: quality enhancement, delivery reliability and cost efficiency are the manufacturing firms' competencies. This means that apart from formal creation of HRBP, HR alignment helps in operational competitiveness.

Likewise, Bhutta et al. (2019) find positive relationships between HR practices and the employee engagement in banks. However, engagement outcomes are facilitated by leadership communication and/or performance management systems, suggesting a role for HR in the creation of organizational climate.

More direct evidence from the Pakistan context exists when looking at the HRBP performance in the banking sector, as done by Shahid and Siddiqui (2020). The results of their study suggest that HRBP performance can be enhanced by synergy in the HRM practices, management understanding of the role of HRBP, and line management support, which has a positive effect on the organizational performance and organizational effectiveness.

e-HRM and Digital HR in Pakistan:

Pakistani HR departments are undergoing a digital transformation, albeit not uniform. Noor et al. (2024) conclude that perceived usefulness and system adoption are the cause of positive effects of e-HRM practices on organizational outcomes in Pakistani IT sector. But this sort of adoption is limited to the more technologically advanced areas.

According to Mehmood and Rauf (2021) the barriers to HR analytics implementation in Pakistan are:

- ❖ Limited data literacy
- ❖ Inadequate HRIS infrastructure
- ❖ Budgetary constraints
- ❖ Raised resistance to technological change

Based on the study results, awareness of HR analytics continues to rise, but the capability building related to structured analytics is still low (Paul & Khan, 2024). The results indicate that perhaps organizations in Pakistan are having difficulty meeting the requirements of HRBP that involve analytics skills.

Professional identity of HR in Pakistan:

According to the theory of professional identity, role authority is effected by occupational legitimacy. Historically HR in Pakistan developed from administrative personnel departments.

If they have evolved without robust professionalisation processes or systems of certification, HRBP identity might not be supported by the institution.

In Pakistan, from a contextual perspective certain structural realities are present in the corporate environment. However, even among SMEs, which have the largest numbers, and/or in some sectors in which family control of the company would be the norm, HRBP can be structured and implemented. The structural nature of HRBP implies a need for a slow, gradual reform process, one based on capabilities rather than structurally neoclassical, and allowing for a variance in institutional level of maturity.

Feasibility of HR strategic partnering in family owned and founder led business:

It is observed that one of the most significant contextual issues in a Pakistani context is the dominance and influence of owner and family in business governance. In these contexts strategic decisions may be made in a centralized fashion; decision-making might be personalized; and professional managers may face a low level of discretion. Given these times, you should wonder if business owners would do business with business managers who have a more strategic function for HR.

But this is not to say that family businesses would necessarily be the ones most likely to refuse to engage in HR strategic partnering. It may not be opposition to better people-management — but opposition to any model that is perceived as threatening to ownership control, bureaucratic, or imported. Hence HR strategic partnering in these types of companies is subject to the way it is looked at. If presented as a structural copy of a multi-national HR systems then resistance is likely. But when it appears as a management tool, which can help the hiring process, pave the way for succession and team stability,

ensure compliance discipline, management coordination and business continuity, its implementation becomes much more useful.

Framework Integration:

The conceptual approach combines the Resource Based View (the human resources as advantages) the Institutional Theory (contextual dependency) and the Contingency Theory (sector-specific variation).

It proposes that:

HRBP Effectiveness is function of Competency Alignment, Organizational Support, Digital Capability and Academic Preparation.

The model is based on the HRBP Model developed by Dave Ulrich (1997), the Resource Based View (Barney, 1991), the Institutional Theory (DiMaggio & Powell, 1983), Human Capital Theory (Becker, 1964) and leads to empirical data collection and hypothesis testing.

The framework is intentionally not duplicative. It doesn't presume that the western model for HRBP, the HRBP Model (1997) by Dave Ulrich, or other western HRBP models can be applied in Pakistan in its current form. Rather, it uses theory of HRBP as a guide and fine-tunes it based on Pakistan-specific issues like the structures of governance in the family firms, strong power distance cultures, lack of analytics support, divide between academics and practice and expectations of responsible data usage, fair, merit-based selection.

Thus the framework determines the empirical structure of the questionnaires, which serve as guides. The capabilities that HR professionals survey include having the right strategic role, aligning competencies, cultivating digital and analytics capability, building organizational support, and filling new academic skills gaps. The faculty survey also addresses the questions of curriculum coverage, instructional techniques, student readiness for graduation, and the need for curriculum reform. The coherence of literature and the instrument design to match with this orientation makes the thesis coherent internally.

Dave Ulrich Four-Role HR Model (1997)



Source: Adapted from Dave Ulrich (1997)

Diagram: Dave Ulrich Four-Role HR Model (1997)

Research Gaps:

An extensive literature review shows that there are several overlapping gaps:

Global Gap:

Although there has been more than 20 years of HRBP rhetoric, there is limited, empirical agreement with effectiveness. Numerous research studies use rather than objective performance data) perceptual surveys. Role ambiguity is even present in well-developed contexts.

Furthermore, most of the related work on HRBP is based on perceptual data collection methods and cross-sectional study designs. There are few studies that follow the process of causal relationships between HRBP competency-building efforts and continued organizational performance over time. This methodological focus on self-reported effectiveness can result in common method bias and weak causal inferences. Thus, additional, more widespread empirical research is justified.

RESEARCH METHODOLOGY

The problem to be studied is not one with purely technical elements. There are several factors that are interconnected and affect HRBP's effectiveness, these are: business acumen, consulting ability, digital fluency, organizational structure, leadership support, and curriculum quality. Indeed, it has been demonstrated in previous chapters that merely implementing foreign models from other countries would not suffice to fully explain the effectiveness of HRBP in Pakistan as there are many local institutional conditions, sectoral differences and educational constraints that influence the extent to which the role is implemented on the ground. It thus led to the need to use a systematic but also flexible methodology.

In this context, the general research philosophy, research approach, study design, target population, sampling process, data collection methods, instrument development, operationalization of important constructs, the process of data analysis, reliability and validity test of the study and ethical concerns, and methodological limitations are explained. By detailing these components, we demonstrate that the study's findings are the result of a logical, rigorous and academic process and not the work of impressionistic observation.

Research Philosophy and Research Approach

This study is practical in nature and of the quantitative type. Pragmatism is still appropriate as the research problem is practical and applied, and Universities are expected to equip their graduates to roles still in evolution, as Pakistan's growing use of strategic HR increasingly adopts the language of strategic HR. In the final version of the thesis the design is transparent and presented as a quantitative survey based study. The empirical argument uses, then, structured survey evidence, rather than interpretation, or narrative.

The study is with a strong deductive reasoning. It starts with concepts found in the past literature, especially the concept of strategic partnership, HRBP competency alignment, digital HR capability, role clarity and academic readiness. Global HRBP Theories by Dave Ulrich, CIPD and CAHRS bring the conceptual underpinning to variable development and literature from emerging economies justifies the need for contextual adaptation. Finally, the exploratory component of the thesis is maintained in descriptive survey analysis as HRBP research is not extensive in Pakistan and the answers that respondents gave showed how they perceived the maturity of HRBP-related practices in the organizational and academic context of their organizations in Pakistan.

Research Design

The study is of quantitative, descriptive, exploratory and cross sectional research design. The design is quantitative because the empirical evidence is gathered via structured questionnaires on the survey and meaning is worked out based on response frequencies, percentages and dimension-wise descriptive patterns. It is descriptive because it depicts the present practice and mindset about HRBP as perceived by the pertinent respondents and HRBP educational preparation. It is exploratory since research on HRBP in Pakistan is very limited and the study would help build the initial empirical groundwork for future research studies. It is cross sectional because data were measured at one time period, not multiple measurement times spanning a number of years.

The hypotheses proffered in the descriptive component of are also related with this research design.

H1: HR professionals in Pakistan are more likely to engage in HR roles beyond administration organizations (strategic role) than previous times.

Hypothesis 2 (H2): There were still important competency gaps which HR personnel in Pakistan had to address in applying business skills, analytics and being prepared with strategic advice.

Hypothesis 3- H3: Organizational and governance as a barrier such as non-definitive roles of HRBP and administrative overload, is still hindering HR business partnering in Pakistan.

Hypothesis 4 - H4 Academic preparation in Pakistan is not fully matched with the competencies that are required in contemporary HRBP's, which puts in evidence a certain practice-education gap.

Population of the Study

The population of the study are two groups.

The first group are the **HR professionals in corporate jobs of Pakistan**. This group includes HR Business Partners, HR Managers, Senior HR Executives and other HR practitioners who play a direct part in strategic, managerial and advisory roles in HR issues. It is these respondents that are so valuable, because they are in a position to take part in discussions concerning the state of real HR work in organisations. Due to the relevance of HR transformation in today's era, the respondent respondents are professionals from a range of sectors, including the Textile sector, Banking system, Information technology sector, Pharma sector and selected service oriented sectors. It is crucial that multiple industries are included because the previous chapters suggest that HRBP maturity across the different sectors in Pakistan is not likely to be uniform as there will be variations in industry structure, digital readiness, regulations and management style (Adil, 2014; Noor et al., 2024; Mehmood & Rauf, 2021; Paul & Khan, 2024).

Academic faculty, with involvement in **HRM education**, are a part of the second group. These are professionals from the academia or university teachers involved in Human Resource / Strategic Human Resource / Organizational Behaviour / HR Analytic / or any other related management courses that have teaching experience. They are mandatory due to the limitations of this study do not only focus on organizational practice. One of its concerns is with the education–practice gap; if HR programs at university level are preparing students for strategic and business facing HR in Pakistan or not. It thus becomes important to take into account faculty perspectives on the factors influencing HRBP readiness: curriculum contents, constraints in the institution, and industry collaboration.

Data Collection Methods

The study is largely based on primary quantitative data as it aims to acquire the up to date empirical information regarding the HRBP practice and preparation of academia in Pakistan. Structured questionnaire were used for primary research to collect the data from HR Professionals and HR Faculty. The design also is reinforced by the fact that two similar survey groups are used so that the thesis can compare the responses of the two groups, as a corporate perception of the academic perception

In quantitative study structured questionnaire for HR professional was developed. A five-point Likert scale--from "Strongly Disagree" (1) to "Strongly Agree" (5)--was used on the questionnaire. For measuring attitudes and perceptions of level of agreement among respondents a Likert scale was used because it is commonly used in social science and management studies to measure the level of perceived agreement among people (Likert, 1932; Sekaran & Bougie, 2016).

The total of 25 core items with likert scale in the questionnaire allowed descriptive analysis and internal consistency test.

Faculty Survey Questionnaire

The final design includes a second structured questionnaire to the HR faculty respondents. This faculty survey was needed as one of the fundamental contributions of the thesis is the link between the HRBP practice and academic preparation. Faculty Respondents have a unique perspective on how well the curriculum is covered within all that they teach as well as the teachability of the course, constraints of the company, and how prepared the students are to become business oriented in HR.

The survey questionnaire included questions related to background information, definition of HRBP role, level of strategic engagement, showcases for HR input in business decisions, expectations of HR competencies, missing capabilities in Pakistan's workforce, capabilities in digital tools and analytics, HR Org barriers, sector-specific differences, and preparedness of new recruits..

Data Analysis Techniques

Questionnaire responses were quantitatively summarized by using Google Forms response chart and if item level data was available, the data was organized in spreadsheet form and then described. The responses to the questionnaire were based on the circular 5 point Likert scale giving values from 1 = Strongly Disagree to 5 = Strongly Agree.

Descriptive statistics such as frequencies, percentages and visual response distributions were used in the first step of analysis. Demographic segments (e.g., Sector, role, experience, and formal usage of HRBP model) were represented in the tabulations and as percentages. Overall patterns of agreements and disagreements on all the items for each dimension were the basis for interpretation at the dimension level.

Descriptive analysis was utilized in analysis of the faculty survey by use of frequencies, percentages and visual charts. In the conceptual model the items relating to curriculum coverage, inclusion of analytics or HRIS, preparation for consulting, methods used in teaching, gaps that the students perceived in terms of content and/or skills, constraints in curriculum, and priorities for reform were interpreted in the context of academic preparation.

Faculty responses, which were open-ended, were only reviewed to determine the 'real language' mentioned by respondents when proposing curriculum change ideas. For instance, there were various responses that talked about industry linkage, internships, curriculum updates, AI & HR tech, quality education and industry experts. The numerical results have been supplemented by these comments which do not form a research method.

Face validity was covered by making sure that the wording of the items was easily understood, relevant and pertinent to the target respondents. The language was as precise as possible with the use of ambiguous terminology avoided and modifying the language used to reflect the 'real life' of the HR profession and academics.

The reliability of the instrument was taken care in two ways: items belonging to the same constructs were grouped together and a common 5-point likert scale was used. The study is still open to the object that is descriptive survey analysis. Does not overstate causal inferences and specialized psychometric validation when making inferences beyond the scope of existing data.

Like the instruments, the research instruments developed are not assembled in an ad hoc manner. They were developed from literature review, conceptual framework, research objective and research question. Chapter 2 of the study recommended a model of HRBP effectiveness in Pakistan that was influenced by the competency alignment, organizational support, digital capability and academic preparation. In the same way, these same domains were translated into survey items that became measurable and indicators within the survey.

Ambiguities were avoided when respondents from various industries answered the questionnaire. Special attempts have been made to avoid double barrellers, as well as overly technical or philosophical remarks. In a similar way, the survey questionnaires started with open-ended questions and then led into more

specific questions to get respondents comfortable at the beginning of the survey and then to consider strategic, competency and academic issues in deeper detail.

Methodological Limitations

The Survey Methodology approach used for this study is suitable for the research problem, however there were some limitations that need to be recognized.

The findings cannot be statistically assumed as reflective of the whole population of HR professionals or academic institutions in Pakistan as this involves purposive sampling. The objective of this study is to provide contextually-based, contextually relevant insight and not nationally representative estimates based on probability.

Secondly, there is a changeable role of the HRBP from one organization to another. In some companies, HRBP is a formal position and role with a specific strategic responsibility or role. In others, the same sorts of functions could be carried out by individuals not referred to categorically as extra-officers. This is a variation that gestures towards complexity in interpretation and could allow for participants to undergo a different experience.

DATA FINDINGS AND ANALYSIS

This chapter shares the empirical results of the study and examines the data garnering from HRM professionals from various segments in Pakistan. The main aims of this chapter are to analyse the current landscape of Human Resource Business Partnering (HRBP), discern the gaps in competency and capability, consider the support conditions of organisations, review the place of analytics and digital capability in HR practice and to consider whether academic preparation meets expectations of HRBP today.

Research Objectives

There were three set research objectives in this empirical study which were embodied as follows:

1. To study the practices of the HRBP in Pakistani business world.
2. To map competency and skills gaps of HR practitioners working in business-partnering roles.
3. To examine how well existing HRBP practices meet the expectations of competency recognised on a global scale.
4. To identify gaps at an academic and curriculum level to be addressed in order to make HRBP ready for Pakistan.

Research Hypotheses

To achieve the clearer structure of the quantitative analysis, it is accompanied by the following descriptive hypotheses:

Hypothesis 1 - H1: HR roles in Pakistan are shifting from being administrative HR functions to more strategic roles in the organization.

Hypothesis 2 - H2: There are significant gaps in important competency skills among HR professionals in Pakistan that are not addressed so far, including business acumen and analysis skills, readiness for strategic advice.

Hypothesis 3 (H3): The influence of the HRBP nature of HRBPs, HR business partnering related organizational and governance barriers, such as unclear HRBPs' roles and administrative overload persistently affect the effectiveness of HRBP in the context of Pakistan.

Hypothesis 4: H4 – In Pakistan academics are still not fully focused on the competency required for HRBP roles today including a practice-education gap.

These hypotheses are only descriptive, not causal inferential tested. It is aimed at clarifying if the questions of the survey reinforce the intended line of the Conceptual Framework.

Analysis of Findings by Dimension

Strategic Role of HR

The first dimension explored whether HR carries out their activities in a strategically embedded way in Pakistani organizations or are mostly administrative in nature. This first dimension investigated whether HR carry out their activities in a strategically embedded way in Pakistani organizations, or are mostly administrative. The overall moderate data revealed a medium-level agreement (3.69) on the strategic role dimension.

The best of the group in this dimension was:

“HR is part of an organization's long-term plan”

Mean = 3.89

This indicates a growing awareness among those who responded that HR plays a role in overall direction of business. That is, in all cases HR isn't considered a support service to the operations. The number of find is important as it means that a shift in organizational expectation has taken place, even if organizations are not fully matured at HRBP level yet.

The moderate positive scores for items in this dimension were also indicative of this. Business leader participation, workforce planning alignment, and strategic participation were found to have reasonably positive responses. But a relatively feeble comment in this aspect was:

HR seen as a strategic partner not an administrative role”

Mean = 3.52

This result is very telling. It seems that HR involvement in strategic discussions are becoming more common, but HR is not a fully-fledged strategic partner yet. In other words, for HR to go beyond the strategic position, and move deeper into culture, there is still some digging to be done.

This pattern is descriptive support for the Hypothesis 1. HR in Pakistan seems to be transcending from a strictly administrative scope to more of a transition and partial change.

Competency Assessment

The competency dimension also had an overall mean of 3.70, reflecting HR professionals' level of confidence in their competency base when handling business-facing endeavors. But, a closer examination of the item-level results indicates that competency is not uniform in all of the expected domains.

The best item in this section was:

HRBPs are good at communicating and managing stakeholders.

Mean = 3.83

There were also moderately high scores on:

- ❖ change leadership
- ❖ Ability to consult and advise upon matters,
- ❖ problem-solving capability

Possesses a knowledge of industry-specific business challenges

Yet there are two interesting insights:

HRBPs in my organization display good business sense

Mean = 3.33

“HRBPs have financial and operational expertise.”

This was only marginally positive, and not as strong as some.

It is concluded from these results that lacking competence in soft skills are not only the major hindrances but also in deeper aspects of HRBP that deal with the business. This is because abroad there are no HRBP frameworks that would define the role simply based on the quality of the communication or on employee support. They highlight an understanding of strategy, business acumen, and linking work issues with business outcomes.

The competency findings provide support for Hypothesis 2. It shows that Pakistani HR potentials may outdo the employers in interpersonal and coordinating skills as compared to strategically oriented activities. This confirms thesis argument that HRBP capability building in Pakistan needs to take more than just HR courses and developing their business-literacy and evidence based decision making with them.

HR Analytics and Digital Capability

HR Analytics and Digital Capability has the top survey overall dimension score, with a mean score of 3.77. This finding is of great importance because it indicates that the respondents feel that digital tools, analytics skills and data-driven HR practices are important to the effectiveness of HR today.

The strongest response in this dimension was:

HR's lack of analytics skills is what constricts the HR strategic contribution"

Mean = 3.95

One of the most solid results of the entire survey. The findings demonstrate a clear resonance with the respondents that analytics is not a luxury tool for HR strategic work, but essential. Clearly the respondents have become aware that HR's "authority" has come to be defined by his ability to make sense of data, meaningful use of HRIS systems, and the ability to transform HR data into organizational insights in conversations involving leadership.

Other fairly strong components were:

"HRIS system is used for strategic HR decisions"

Mean = 3.83

HRBPs inform and make leadership decisions with data.

Mean = 3.86

The Story of these scores is that digital tools and analytics applied to HR processes are being seen as relevant in the context of organizations. Along with this, one was rated slightly off track:

HR professionals have a training in data analysis tools.

Mean = 3.48

That's a gap that is quite important and relevant because we have an expected need for analytics or an increased training base expected on HR professionals and that's not the case. It suggests that companies will increasingly demand the contribution of HR data, and there's more work with the capability pipeline to go.

Organizational Support and Governance

However, the overall mean of the organizational support and governance dimension values appeared significantly lower at 3.53 compared to the other dimensions Strategy role, competency and digital capability. This suggests that structural/govt. conditions may be one of the significant factors that affects the effectiveness of HRBP in Pakistan.

The most troublesome opener of this section was:

"HRBPs don't have excessive administration responsibilities"

Mean = 3.30

This indicates that there is still a strategic and transactional mix of HR work being undertaken by many HR professionals. In reality, when companies are looking at HR as a business partner, they may assign

mundane paperwork to HR as well. It confirms one of the prevalent criticisms of HRBPs in practice internationally – the lack of work redesign in organizations that adopt HRBPs terminology.

Another relatively weak item was:

“HRBP roles are clearly defined in my organization”

Mean = 3.28

This also refers to role ambiguity, which is especially important in the context of Pakistan as formal HR operating model is not yet institutionalized in all the contexts. Strategic contribution relies on individual initiative and not with a governmental mechanism if the HRBP role is unclear.

One of the relatively improved items was:

Leaders' commitment and support to HR's strategic engagement

This indicates that the support of leadership might be in theory, but the implementing devices to put the support into practice are still less effective.

Academic and Skill Development Gap

The lowest mean score across all dimensions in the study was Academic and Skill development gap with the score of 3.25. This is perhaps the most significant finding of the research as it addresses the major concern that the academic preparation in Pakistan may not be yet in tune with the demands of HRBP jobs in the modern day and age.

The poorest response to the survey was:

University HR programs equip students well for HRBP positions 67% of the time

Mean = 2.77

This low score definitely reflects the 'sceptile' of the respondents that Pakistani Universities are not preparing the HR executives for business partnering positions in a very robust manner at present.

Two other mild products were:

HR graduates have adequate business awareness

Mean = 2.91

HR training in Pakistan focuses more on HR analytics and consulting skills”.

Mean = 3.05

Meanwhile, the number one question in the survey was:

Encouragement is required for better Industry–Academia collaboration for HRBP development”.

Mean = 4.28

This result is very significant, for example, due to the fact that it constitutes not just a condemnation, but a whole lot more. It calls attention to a path of reform. The respondents are able to highlight that academic institutions are not just rejected but that more interaction should be developed between academia and industry to bridge the gap.

Table 1: Summary of Faculty Survey Likert Items (n = 26)

Faculty Survey Item / Construct	Mean	Std. Deviation
HRBP familiarity	3.54	1.10
Strategic HR curriculum emphasis	2.88	0.86
Preparation for business-facing HR roles	2.69	1.01
Data-based HR decision-making training	2.38	0.80
Consulting / advisory preparation	2.50	0.95
Institutional support for market-responsive curriculum updates	3.19	0.98
Faculty exposure to current industry practices	3.08	0.89
Gap between corporate expectations and academic preparation	3.62	1.06
Agreement on need to revise HR curriculum for HRBP readiness	3.65	1.20

These results suggest that as a formal academic theme, HRBP is not deeply institutionalized and thus is not an inherited attribute of the formal academic culture. Responses from faculty suggest it is being considered as an addition to some programs; however, in most cases it is not a fully developed competency framework, but rather an introduction to the competencies or partial implementation of HRBP. The result from the survey came out as professional, with low confidence levels of university preparation for HRBP. Thus, the gap is more than a employers' perception, it is a perception from the academic side as well.

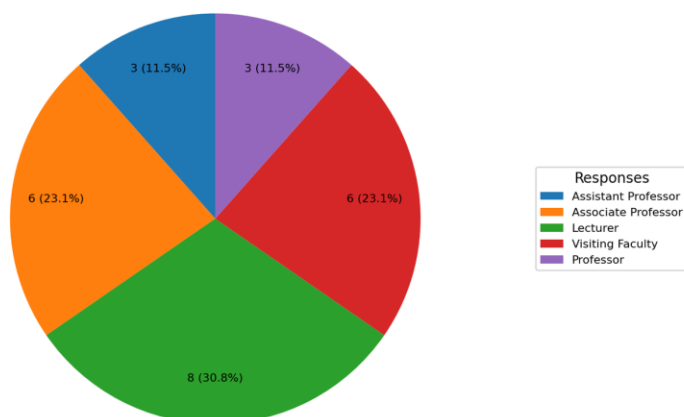
The faculty survey also indicates that Analytics, HRIS continue to be underdeveloped and not fully integrated in the teaching process. A considerable number indicated partial coverage, whereas a few reported no coverage in these areas. For training students to use data to make HR decisions of some sort, rather than specifically a number, there is a concentration in the middle and lower level opinions, indicating students may be exposed to the term without necessarily having practiced applying data to make HR decisions. This directly impacts HRBP preparedness as HRBPs are expected to turn data captured from the workforce into strategic recommendations in today's context.

In particular faculty feedback is particularly significant around gaps in skill. The lacking skills identified for HR graduates included: strategic thinking, communication and stakeholder management, business acumen, analytics and data interpretation, HR technology knowledge and industry experience. These are very much aligned to the HRBP competency areas addressed in the literature review and assessed in the professional survey. This inference enhances the thesis that Pakistan has a problem of joined-up capabilities – starts promising organizational contributions, but the pipeline of students is not consistently creating them for that contribution.

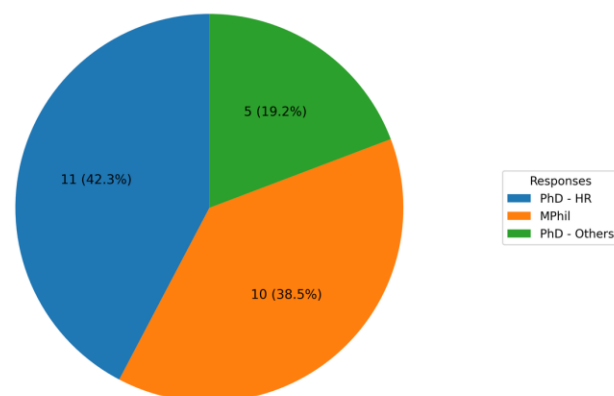
Figure 1: Faculty Respondent Profile and Teaching Background (n = 26)

Faculty respondent profile and teaching background

1. What is your current academic designation?

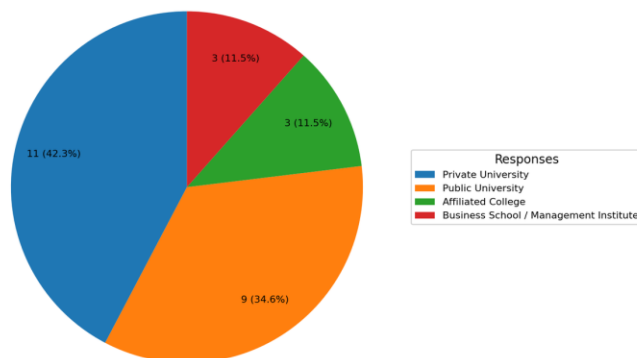


2. In which discipline did you earn your final degree?

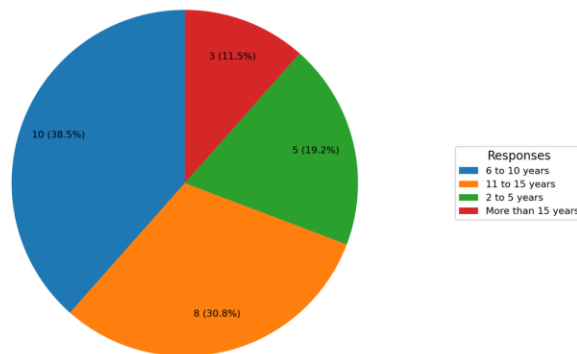


Total valid responses: n = 26

3. What type of institution are you currently affiliated with?



4. How many years of teaching experience do you have in higher education?



5. Which HR-related subjects do you currently teach?

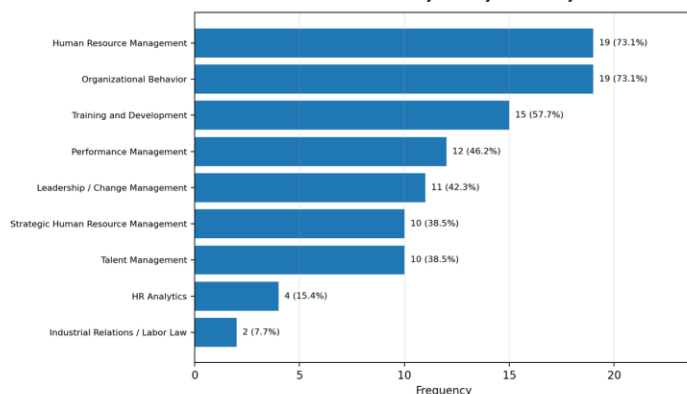


Figure 2: Curriculum Coverage and Applied HRBP Preparation (n = 26)

Curriculum coverage and applied HRBP preparation

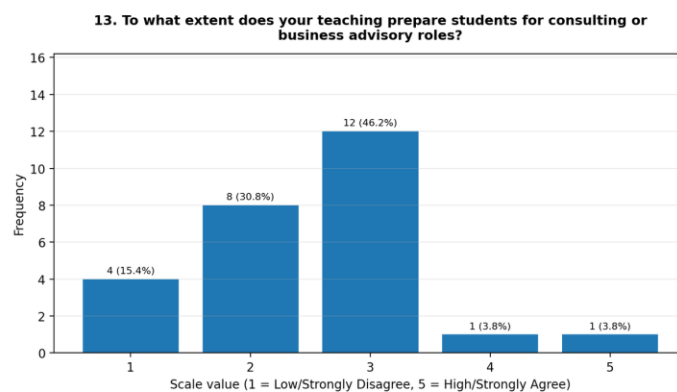
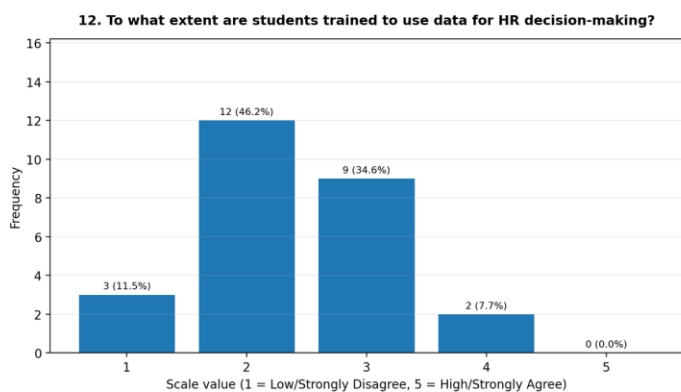
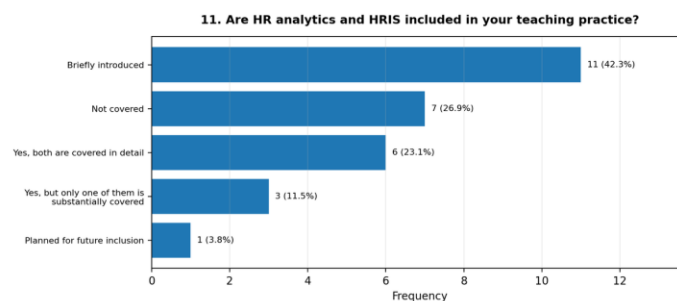
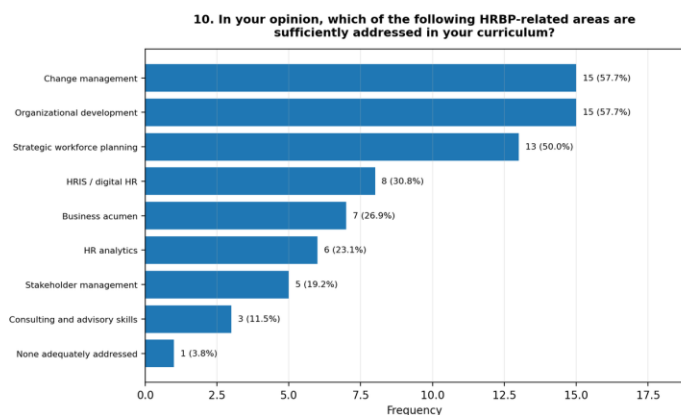
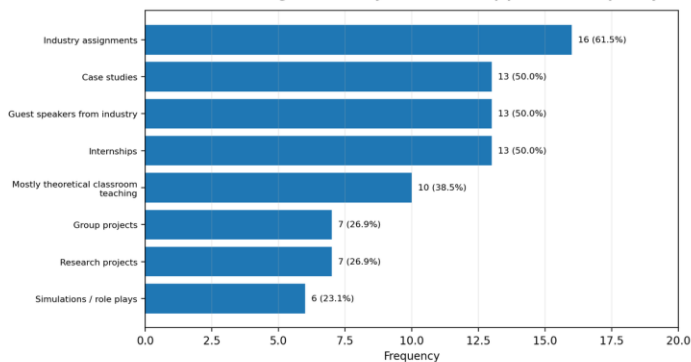


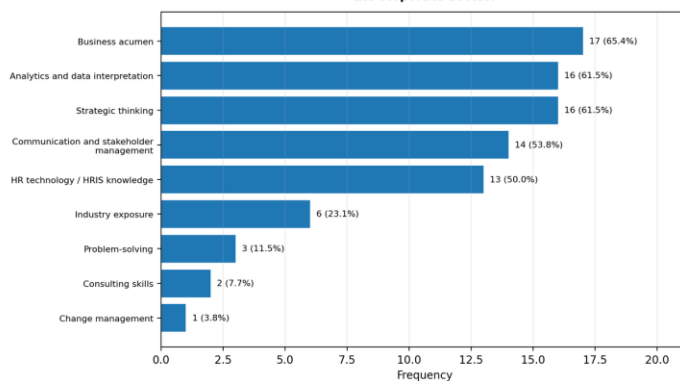
Figure 3: Practical Teaching Methods, Graduate Skill Gaps, and Curriculum Constraints (n = 26)

Practical teaching methods, graduate skill gaps, and curriculum constraints

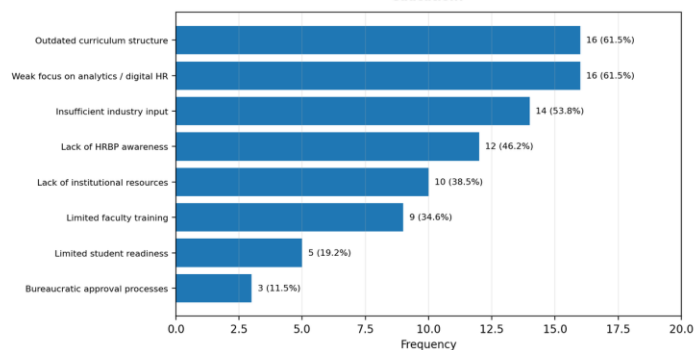
14. Which teaching methods do you use to develop practical HR capability?



15. In your opinion, which skills are most lacking among HR graduates entering the corporate sector?



16. What are the main constraints limiting curriculum modernization in HR education?



FINDINGS IN RELATION TO HYPOTHESES

Hypothesis 1

Role of HR professionals in Pakistan is expanding in terms of its strategic nature in organizational role as well as administrative HR role. There is a shift in the role of HR professionals in Pakistan, known as expansion of the role of HR member from administrative role to strategic role.

Hypothesis 2

While HR professionals are largely equipped with these competencies, H2 highlights that there are significant gaps surrounding business acumen, analytics capability, and strategic advisory readiness in Pakistan.

Hypothesis 3

The organizational support dimension had a lower mean of 3.53, and there was especially low satisfaction with the HRBP roles and the freedom from administrative overload. These results confirm support for Hypothesis H3.

Hypothesis 4

H4: In Pakistan, there is a still not well-matched academic preparation, that is practice-education gap, between modern job competency requirements of HRBP and in the academic curriculum.

HRBP in Pakistan: Emerging, Uneven, and Incompletely Institutionalized

The results suggest that HRBP in Pakistan is neither developed nor missing out completely but has to be considered as something in between. It can be seen from the data of the survey that HR moderately agrees to strategically support the organization's goals, organizational planning, and workforce planning. This means that HR has come off the box to such an extent in some organizations that it is no longer restricted to the roles that are confined to the personnel word.

However, the results do not indicate institutional maturity, since the function can be improved without institutions being truly mature. The answer to the strategic partnership is moderate while the organizational support and role clarity rate is not particularly high, indicating that the strategic transformation of HR is not complete. This is particularly true in Pakistan, where working models of HR differ greatly between sectors and types of organizations.

Comparison with Dave Ulrich's HRBP Model (1997)

The HRBP methodology by Dave Ulrich changed the concept of HR roles in strategically aligning HR roles with being a change agent, employee champion and administrative expert. Some of the conclusions reached in the present work agree with this one.

The information indicated that there is growing evidence of aspects of a strategic partnership. Moderately agree responses are most common in HR's involvement with long term strategy and working with business leaders. Similarly, the high positive rating for "leading change initiatives," indicates to some degree the change agent dimension is present.

The lower scores of the other findings, such as business acumen and role clarity, however, indicate that the model is not fully built in an organized manner. But HRBP is not just a matter of strategic rhetoric going on about it, says Dave Ulrich. It demands business acumen from HR professionals, an understanding of the context of the organization, an ability to draw analysis from evidence to make business decisions, and a capacity to drive business management by providing commercially relevant insight.

Competency Patterns: Stronger Relational Skills than Business-Facing Capability

An intriguing trend among the survey responses was that of those who were more capable with communication than business skills. Communication and stakeholder management were highly rated and business acumen & financial understanding were rated moderately.

The separation is important from the theoretical perspective. A few traditional HR jobs involve a great deal of interaction between people, among employees and between employees and supervisors and/or among employees and inside the human resources organization. These are important skills to have. In today's HRBP landscape however, other skills are expected such as being business literate, strategic advisor, analytics interpreter and understanding operational strategic financial skills.

Analytics and Digital Fluency as Emerging Sources of HR Credibility

Among the most striking results in the study is that organisations validate a dearth in analytics skills across the board, which they believe is holding HR back from contributing to their business strategies. The key finding here is that analytics have become more than just side-lined as a technical aspect – respondents' views on analytics are making a significant shift toward understanding that it is an integral component of the HR business partner's core logic.

This result is consistent with the literature that was explored in Chapter 2 where capabilities such as digital capability, HRIS system, and analytics fluency are indeed seen as playing a crucial role in HRBP's success in modern organizations. At the international level, HR analytics has emerged as a method to get into strategic discussion with more substantiated arguments and more convincing decision support to guide HR in small steps toward increased strategic involvement. At the international level HR analytics is emerging as a way for HR to be involved in strategic discussion, having more evidence, more patterns, more credible decision support to guide HR in small steps toward more strategic involvement..

Organizational Barriers: Strategy without Structural Protection

From the study, the most significant aspect on organization support and governance is among the findings. Both role clarity and lack of admin overload were pretty average occurrences. This is one of the key barriers that HRBP are facing them in achieving their objectives in Pakistan from a structural aspect as well as merely individual.

This aligns with a key theme of HRBP literature that relates to HR being referred to in the term of strategic HR, but with a lack of HR redesign. As HR are still required to deal with day to day tasks, business service delivery and strategic business partnering – the strategic aspect is limited by the workload fragmentation.

The Academic–Practice Gap as a Central Thesis Contribution

The most significant contribution of this study is the academic finding/s. The respondents were not very confident in the HR function of the University to equip graduates with skills to take up HRBP positions. They also rated graduate skills in business knowledge and academic focus on analytics and consulting as fairly low. The importance of increased industry–academia partnerships had the greatest level of agreement in the entire survey, however.

This is very significant as it validates that the HRBP problem is not an organizational one in Pakistan. It is also educational as well. As long as the emphasis remains on function of HR and the universities don't do enough to blend in all facets of business knowledge, exposure to analytics, consulting practice and strategic workforce thinking, graduates will enter organizations with a lack of preparation to cope with changing HR roles.

Implications for Theory and Practice

On the theoretical level the results confirm the conception that the effectiveness of HRBP is influenced by the interaction of three levels:

1. Individual capability
2. Organizational support structure
3. Academic & institutional preparation

CONCLUSION

Key Findings

Some key results were found from the study.

First, in Pakistan HR is increasingly seen as strategic and is not just seen as an administrative support unit. The role dimension of being strategic was moderately supported while the respondents strongly agreed that HR gives organization long-term strategies.

Secondly, the respondents had moderate levels of confidence in the competencies related to HRB, but there was not an even spread of the competency profile. The business acumen and financial understanding were not seen to be as strong as communication and stakeholder management. This indicates that having their own relational abilities can be an asset when working on human resource issues but would also need to be enhanced to enable them to assume a more mature role as part of the strategic squad.

Third, there was a domain of analytics/digital capability that was also identified as very important. The lack of analytics skills was a point of strong agreement among respondents, indicating HR's strategic contribution is hampered by not having these skills. This means “data fluency” is becoming a key element of HRBP success in Pakistan.

Additionally, the 4th study concluded that organisational barriers continue to be substantial. Human Resources Business Partner (HRBP) jobs are not always well-defined and lots of HR professionals seem to still be carrying out administrative problems. Where there is strategic intention there can be put into practice business partnering, but this is undermined by these structures.

The overall result of the study is that HRBP in Pakistan is on the verge of emergence but yet it is not on maturity stage. Name of the goal is strategically clear. Human Resources is more often than not becoming more than just an administrative function to organizations. But an incomplete support capacity, governance and education systems exist.

The question of Pakistan isn't one of if the HRBP term exists, but rather one of whether it means anything. The more critical question is: Are organizations and educational institutions collaborating to generate conditions for any and all business partnering to be meaningful, credible and sustainable?

Final Reflection

In the beginning, the present study was inspired by an apparent gap in the definition of Human Resource Business Partnering in Pakistan and the desire for it to be a meaningful effort in adopting strategic HRM, or just an echoing of a title without adaptation. The results indicate that it is not a "yes" or a "no. HR in Pakistan is beyond mundane administration and there is an appreciation that HR role can be more strategic and provide value to the business in its strategies, organizational change management, talent management and workforce planning. However, the infrastructure and support systems necessary to take this recognition and make it sustainable are less well developed.

The research demonstrates that HRBP can not be created by simply altering job titles and remodifying job descriptions. There are a series of conditions that need to be established for strategic business partnering to take place. HR professionals must have a business background, be sure of themselves, have consulting skills, be technologically savvy and have an understanding of the practice's credibility among organizational leaders. Meanwhile, organizations need to define their role, make leadership easily available, have reliable systems, and offer correct decision authority along with respite from excessive transactional obligations. If professionals don't have the authority or necessary resource sets to meet these expectations, the HRBP designation could lead to more aspirations and not the required resources.

operational framework for Pakistan is in line with this understanding of a system. It doesn't prescribe HRBP as a structure that should be followed by all organizations. Rather, it outlines the principles and conditions for strategic HR partnering to be possible: competency alignment, digital capability / analytics, engagement of the role, academic preparation, leader support, role clarity, and the ability to build a suitable HR operating model. These elements can be adopted in various ways across the banking industry, the technology sector and manufacturing, the pharmaceuticals industry, the services sector, family firms and public-sector organizations.

The study, therefore, does not make any attempt to make any blanket assertions that the foreign HR model should be transferred to Pakistan as it is. It is worth mentioning that its contribution is that the strategic value of business partnering is relevant to Pakistan and its implementation must be suitably responsive to the local real sensitivities of the organizations, cultural, technological and educational environment. This is not about mimicking the look of 'international HR practice' but focussing on the reality of improving the decision making of workforce and organisations.

The results also need to be considered with due caution. It is a cross sectional study with purposive sampling of the respondents and dependent on self-reported perceptions. It can't guarantee that the results are a true reflection of all organisations and universities in Pakistan or that there are direct statistical measurements between HRBP capability and organisation performance. But the congruence in the resulting evidence from the professional and faculty suggest positive direction for future investigations, institutional reflection, and

REFERENCES

- Adil, M. S. (2014). Strategic human resource management practices and competitive priorities of the manufacturing performance in Karachi. *Global Journal of Flexible Systems Management*, 15(1), 37–61. <https://doi.org/10.1007/s40171-014-0084-7>
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Bhutta, M. H., Zafar, M. A., & Naintara, S. (2019). Human resource management practices and employee engagement: Evidence from Pakistan banking sector. *NUML Journal of Management and Social Sciences*, 14(2), 1–15.
- Caldwell, R. (2008). HR business partner competency models: Re-contextualizing effectiveness. *Human Resource Management Journal*, 18(3), 275–294.
- Chartered Institute of Personnel and Development. (2024). Business partnering factsheet and HR operating model guidance. CIPD.
- Cornell Center for Advanced Human Resource Studies. (2024). HR business partnering in the modern workplace. Cornell University ILR School.
- Cornell Center for Advanced Human Resource Studies. (2025). World class HR business partner framework. Cornell University ILR School.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage.
- Davenport, T. H., & Harris, J. G. (2007). *Competing on analytics: The new science of winning*. Harvard Business School Press.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160.
- Akmal, H., Zaidi, S. S. Z., & Haider, S. A. (2026). From Welcome to Retention: Modeling the Impact of Employee Wellbeing and Organizational Identification on Turnover Intention. *The Critical Review of Social Sciences Studies*, 4(1), 234-256.
- Etzkowitz, H., & Leydesdorff, L. (2000). The dynamics of innovation: From National Systems and Mode 2 to a Triple Helix of university–industry–government relations. *Research Policy*, 29(2), 109–123.
- Gartner. (2023). The evolving HRBP role in the HR operating model of the future. Gartner Research.
- Ginting, R., Malik, A., & Rony, Z. T. (2023). The ecosystem and multi-level influences shaping HR business partner role development in emerging economies: Evidence from Indonesia. *Journal of Human Resource Management*, 12(3), 45–62.
- Griffin, E., Finney, L., Hennessy, J., & Boury, D. (2009). *Maximizing the value of HR business partnering: A practical research based guide*. Roffey Park Institute.

- Akmal, H., Sethi, D. S., Hussain, A. K., Faheem, H. M., & Azizi, N. U. (2025). THE ROLE OF LEADERSHIP STYLES IN SHAPING HRM PRACTICES AND EMPLOYEE PRODUCTIVITY. *Policy Research Journal*, 3(3), 97-108.
- Higher Education Commission. (2025a). Revised curriculum. HEC Pakistan.
- Higher Education Commission. (2025b). National Academy of Higher Education (NAHE) overview. HEC Pakistan.
- Higher Education Commission. (2025c). Policy guidelines for appointment of Professor of Practice by the Higher Education Institutions (HEIs) in Pakistan. HEC Pakistan.
- Higher Education Commission. (2025d). Revised curriculum of Business and Management Studies. HEC Pakistan.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635–672.
- Legge, K. (1978). *Power, innovation and problem-solving in personnel management*. McGraw-Hill.
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 140, 1–55.
- Lischka, A. (2017). *The business partner model of human resource management: Implementation, challenges, and effectiveness (Master's thesis)*. University of Twente.
- Malik, A., Pereira, V., & Budhwar, P. (2022). HR business partnering in Asia: Institutional contexts, adoption challenges, and future directions. *Asia Pacific Journal of Human Resources*, 60(4), 567–589.
- McKinsey & Company. (2022). *HR's new operating model: Reinventing human resources for the future*. McKinsey Global Publishing.
- Mehmood, A., & Rauf, A. (2021). HR analytics for partnering: Adoption challenges and capability gaps in Pakistan. *KASBIT Business Journal*, 14(4), 55–78.
- Mitsakis, F. V. (2014). Human resources as a strategic business partner: Value creation and risk reduction capacity. *International Journal of Human Resource Studies*, 4(1), 154–170.
- Noor, S., Rehman, W., Shah, S. A., & Altaf, M. (2024). E-HRM practices and organizational success: Evidence from the IT sector of Pakistan. *Review of Business and Economics*, 4(1), 16–35.
- Paul, J., & Khan, M. (2024). Reshaping the future of HR: Human resource analytics and talent management in Pakistan's corporate sector. *Bulletin of Business and Economics*, 13(2), 101–120.
- Pfeffer, J., & Sutton, R. I. (2006). *Hard facts, dangerous half-truths, and total nonsense: Profiting from evidence-based management*. Harvard Business School Press.

- Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students. Pearson.
- Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill-building approach. Wiley.
- Shahid, S., & Siddiqui, D. A. (2020). Antecedents and effectiveness of human resource business partner performance: Evidence from banking sector of Pakistan. SSRN.
- Shi, F. (2021). Analysis on the challenges of the HRBP application in organizations. *Advances in Social Science, Education and Humanities Research*, 571, 419–425.
- Storey, J. (1992). Developments in the management of human resources: An analytical review. Blackwell.
- Tan, C. L. (2024). Digital transformation and HR business partnering: Analytics capability as a strategic requirement. *Human Resource Development Review*, 23(1), 77–95.
- Bajwa, R. R., Rahim, R., Mukhtar, M. A., & Akmal, H. . (2024). Examining the Link Between Stress Management Strategies and Employee Performance in High-Pressure Industries. *Review of Applied Management and Social Sciences*, 7(4), 915-927.
<https://doi.org/10.47067/ramss.v7i4.422>
- Ulrich, D. (1997). Human resource champions: The next agenda for adding value and delivering results. Harvard Business School Press.
- Ulrich, D., & Brockbank, W. (2016). HR business partner model: Past and future perspectives. RBL Group.
- World Bank. (2019). Pakistan skills assessment for economic growth. World Bank.
- Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295–320.
- Becker, G. S. (1964). Human capital: A theoretical and empirical analysis, with special reference to education. University of Chicago Press.
- Lawrence, P. R., & Lorsch, J. W. (1967). Organization and environment: Managing differentiation and integration. Harvard Business School Press.