Human Resource Business Partners: Recruitment, Coaching, and Leadership Development

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A B S T R A C T

The purpose of this paper is to provide an overview of each variable that exists by providing answers from researchers in this paper, This research uses qualitative techniques in a way that is relevant to the literature. Literary studies are types or methods of academic writing in the form of literature research. Theoretical analysis and analysis of relationships between variables in Mendeley, Google Scholar, and other sourcebooks and online media journals, research results The variables in this study are still rarely united in one study from various studies only coaching, and leadership development exist.

Recommendations in the future are still very rare for researchers to mention between the variables that researchers try to express in this paper, so that in the future this research can be carried out with different methods and different objects to give color to the field of human resources, especially those in the research of this paper.

INTRODUCTION

Humans play a vital role in life for themselves, for others, also contribute to the organization where when they become employees by giving an idea, thinking, pouring an idea , so that it conforms to the expectations of organizations in need. In the field of human resources management today the concept used by organizations with a focus on developing and empowering employees as valuable assets belonging to the organization. Employees as an important asset of the organization (Schraeder &; Jordan, 2011), (Schraeder & Jordan, 2011) concept of human resource management emphasized on Context is very important to understand the workplace and provide meaningful solutions. It also outlines its three levels of context and shows through empirical stories how the use and conceptualization of context can support intellectual and social teaching and learning (Cooke, 2018)

(Sivathanu & Pillai, 2018) Stating the text is essential to understanding the workplace and providing meaningful solutions. It also outlines its three levels of context and shows through empirical stories how the use and conceptualization of context can support intellectual and social teaching and learning, currently the field of human resources is evolving with the existence of smart human resources where New concepts are emerging in the Fourth General Industrial Revolution based on the innovation and fast speed of digital technologies such as Internet of Things, Big Data Analytics and Artificial Intelligence (AI). it is characterized by new generation data networks such as 4G and 5G for effective personnel management(Hecklau et al., 2016) With the elaboration of the human resources concept above , it is inseparable from choosing employee assets that meet expectations there is a role in employee selection in the employee recruitment process.

Recruitment theory suggests that the effectiveness of recruitment in an organization depends, at least in part, on the characteristics of the recruiter and the organization (Lawong et al., 2019), (Lawong et al., 2019)along with statements from (Ployhart et al., 2017) hiring through a very expensive process and failure can have a major impact on the company's bottom line. Getting employees is like looking for gold buried in the ground, the role of human resources in an organization is very important, as well as with direction from leadership that provides a criterion as well as enter to find employees in employee recruitment. Leadership regeneration is necessary and through the development of existing leaders in the organization.

(Maheshwari & Yadav, 2019) Any development that helps expand the knowledge and expertise needed to optimize management potential. Greater success is achieved by integrating HR management in management development, according to (Ulrich &; Dulebohn, 2015)(Ulrich & Dulebohn, 2015) is the process of increasing the collective leadership capacity of an organization by involving members in the leadership process . Leadership development is about personal development, but HR has not yet developed a leadership development strategy. HR describes the path of development of participation and support, but participants feel that the role of HR is focused on support, program coordination, feedback, and personal development

planning(Maheshwari & Yadav, 2019).   One of the main tasks of a leader is to lead and guide his subordinates. In this case, an effective manager must be able to identify the potential and strengths of everyone in the team and develop them through training and development. Training is often an important part of career development and employee performance, and managers must be able to facilitate and motivate this training process(Ely et al., 2010)

E the effectiveness of managerial training in organizations, however many studies show an over-reliance on self-report measures rather than examining the broader impact on managers, co-workers and direct subordinates within the organization(Fillery-travis et al., 2006) Most day-to-day learning takes place in the classroom one-on-one. If the purpose of training is to improve the performance of supervisors, then most of the training offered by the organization is. This performance improvement training typically focuses on actions that lead to leadership outcomes, rather than managers' thinking that leads to action(Witherspoon, 2014) The purpose of this paper is to provide an overview of each variable that exists by providing answers from researchers in this paper.

THEORETICAL REVIEW

Human Resources Concept

According to(Dessler, 2011) term human resource concept is a management practice related to the development, empowerment, and management of employees to achieve organizational goals effectively. Meanwhile, according to(Cascio, 2015) includes all aspects of human resource management, including recruitment, selection, training, development, compensation, and termination of employment.

So in conclusion, according to researchers from the two references above about the concept of human resources management, create a healthy and productive work environment, attract and retain talented employees, and increase the overall efficiency and effectiveness of your organization.

Recruitment

Recruitment is getting the right number and quality of people at the right time and place to achieve organizational goals (Marquardt, 1996) and (Marquardt, 1996) (Sondang, 2008)(Sondang, 2008)is an activity to find, find, and attract candidates to work in an organization.

Leadership Development

(Maxwell, 2008) The process by which a person develops the leadership skills and attitudes necessary to lead effectively. According to (Goleman et al., 2000) leadership development is the process that improves your ability to manage yourself and your relationships with others so that you can teach more effectively. In general, leadership development means strengthening and enhancing your leadership skills so that you can lead your team or organization effectively and successfully.

Coaching

According to ((Whitmore & Tiburzio, 2006) ways to improve individual or team performance through learning and development, while according to (Drake, 2009)(Drake, 2009) Coaching is the art of helping others learn what they need to know.

METHODOLOGY

This study uses qualitative techniques in a manner relevant to the literature. Literary studies is a type or method of academic writing in the form of library studies. Theoretical analysis and analysis of relationships between variables in both offline and online source books and journals from Mendeley, Google Scholar and other online media. The journals we investigated are listed in Table of Journal Metrics below.

Table Metric Journal

Author, years, and title	Variable Used	Findings	Differences With This Study
(Khan et al., 2012)	Variable : Organizational concept of Human Resources Management Variable : Human Resource Management Scholars View HRD	HRD in the narrow sense consists of training, education and skill development activities, although all these terms themselves have broader and deeper meanings than their general understanding and in a broad sense include activities such as empowerment, awareness raising in addition to those activities. , team building, community mobilization and development, organizational development, entrepreneurial development, sensitivity and awareness, HR planning and policy	Human Resource Management Scholars View HRD
(O'Donohue & Nelson, 2014) Alienation An old concept with contemporary relevance for human resource management	Old concept contemporary relevance for human resource management	Alienation must be considered at two levels, the system level, which takes into account the individual's external factors, such as work and organizational systems and processes, as well as the individual's internal "state of mind." It offers leadership strategies that offset the negative effects of powerlessness, helplessness, isolation and marginalization that systemic change cannot overcome.	
(Voegtlin & Greenwood, 2016)	Variable : Corporate social responsibility	proposes three theoretical perspectives that can be used to conceptualize CSR-HRM.	Corporate social responsibility

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Corporate social responsibility and human resource management: A systematic review and conceptual analysis	Variable : human resource management	medium, socially and politically integrative. We outline the potential of these three approaches for CSR-HRM research.	
(Sharma & Sharma, 2017) HR analytics and performance Appraisal System A conceptual framework for employee Performance Improvement	Variable : HR analytics Variable : HR performance Variable : employee Performance Improvement	This positively affects employee satisfaction with the PA system and motivates them to improve their work results.	employee Performance Improvement
(Ulrich & Dulebohn, 2015) Are we there yet? What's next for HR?	Human Resources	characterize the HR journey as our own direction and bring added value to the organization. To proceed in this direction, we recommend that future HR management adopt an external/internal approach, where the external environment and stakeholders influence what HR does in the organization. Other specific activities that HR needs to add value are discussed here related to HR goals (individuals, organizations, and management) and areas of HR investment (HR functions, HR practices, HR staff, and HR analytics). We present some of their recommendations that researchers and practitioners can use to guide future research and practice.	
(Wong, 2017) Leadership and leadership Development in Academic libraries: a review	Variable : Leadership Variable : leadership Development in academic	Leadership as a process of influence and understand that leadership does not only come from formal managers. There is a lack of structured information about what effective management means. Emerging teams and leadership are studied in the literature; Most management studies in this field follow management	

(Lawrence et al., 2018) Developing leadership potential in Graduate Students with assessment, self-awareness, reflection and coaching	Variable : Developing leadership Variable : graduate students with assessment, Variable : self-awareness Variable : reflection Variable : coaching	demonstrate that the integrated model stimulates conscious, reflexive and developmental cognitive processes to support the identification and achievement of student learning goals during the MBA program	graduate students with assessment, Self-awareness reflection
(Nolan-Arañez & Ludvik, 2018) Positing a framework for cultivating spirituality through public university leadership development	Variable : cultivating spirituality Variable : public university leadership development	Study participants reported that developing personal and inner skills through self-reflection shaped their understanding of their spiritual identity and developed self-confidence	cultivating spirituality
(Maheshwari & Yadav, 2019) The role of HR in leadership development	Leadership Development	Collaborating and maintaining leadership programs, HR can strengthen the formation of collective leadership in line with organizational goals.	
(Megheirkouni & Mejheirkouni, 2020) Leadership development trends and challenges in the twenty-first century: rethinking the priorities	Variable : Leadership development	asserts that leadership theory is the foundation of leadership development theory, especially when the goal is to meet and address current organizational challenges. The author suggests that management theory and leadership development theory are neither separate from each other, nor from the challenges facing organizations.	
(Witherspoon, 2014) Double-Loop Coaching for Leadership Development	Variable : Coaching Variable : Leadership Development	Using real-world coaching cases that apply this approach, this article suggests ways leaders can better align their thinking and actions to increase their chances of success, especially when important issues are at stake between different parties.	Leadership Development
(Le Comte & McClelland, 2017)	Variable : leadership development	professional support and development; Education and Training; future participants.	

An evaluation of a leadership development coaching and mentoring programme	Variable : Coaching and mentoring Program		
(Yarborough, 2018) The Role of Coaching in Leadership Development	Variable : Coaching Variable : Leadership Development Variable : Coaching	Leadership development training is no longer just for managers. Leadership training can have a significant impact on young people's growth, especially when coupled with developmental experiences that include meaningful assessments, challenges and support. For the coaching process to have the greatest impact on student growth, it must be developmental (not directive) and focus on the coach's goals, not the coach's goals.	
(Hastings & Kane, 2018) Distinguishing Mentoring, Coaching, and Advising for Leadership Development	Variable : Mentoring Variable : Coaching Variable : Leadership Development	Be better able to recognize when mentoring, coaching and/or advising are the most effective tools for student leadership development.	Mentoring
(Gilani & Jamshed, 2016) An exploratory study on the impact of recruitment process outsourcing on employer branding of an organization	Variable : recruitment Variable : process outsourcing variable : employer branding	the role of talented employees in improving the brand image of any organization; develop customer perception through attitudes and behaviors; Reducing HR costs through RPO services, organizational responsibilities are shouldered by RPO, enabling HR professionals and senior managers to focus on their core functions; and the diligence of the organization in selecting RPO service providers based on their criteria.	Process Outsourcing Employer Branding Process Outsourcing
(Albert, 2019) AI in talent acquisition: a review of AI-applications used in recruitment and selection	Variable : Artificial Intelligence (AI) Variable : Recruitment Variable : Selection	identified 11 areas in the process where AI applications can be implemented. However, practitioners today seem to rely on only three: chatbots, filtering software, and task automation tools. Second, most companies that have adopted these AI tools tend to be larger, technology-	Artificial Intelligence (AI) Selection

RESULTS

From several dozens of research results related to the elaboration related to the variables in this study, the evidence from the literature review found that only a few variables existed in the study, such as research from(Khan et al., 2012)HRD in a narrow sense consisting of training, education and skill development activities, although all these terms themselves have broader and more meanings in their general understanding and in a broad sense includes activities such as empowerment, awareness raising in addition to those activities. , team building, community mobilization and development, organizational development, entrepreneurial development, sensitivity and awareness, HR planning and policy, further from(Voegtlin & Greenwood, 2016)Corporate social responsibility as a differentiator states proposing three theoretical perspectives that can be used to create CSR-HRM concepts. medium, social and political integrative. We outline the potential of these three approaches for CSR-HRM research.

(Sharma & Sharma, 2017) performance improvement, which positively affects employee satisfaction with the PA system and motivates them to improve their work results. Furthermore from (Lawrence et al., 2018) with (Lawrence et al., 2018)research showing that integrated models stimulate conscious, reflexive and developmental cognitive processes to support the identification and achievement of student learning goals during the MBA program, further from(Nolan-Arañez & Ludvik, 2018)variables Cultivating spirituality develops personal and inner skills through self-reflection, shapes their understanding of their spiritual identity and develops self-confidence. Furthermore(Witherspoon, 2014) there is a link with the variables of leadership development with coaching with the results of research using real-world coaching cases that apply this approach, this article suggests ways leaders can better align their thoughts and actions to increase their chances of success, especially when important issues are at stake between various parties.

(Hastings & Kane, 2018) There is a link between the variables of coaching, leadership development and the differentiating variable is mentoring, with the results of the study better able to recognize when mentoring, coaching and/or advising are the most effective tools for student leadership development. (Gilani & Jamshed, 2016)role of talented employees in improving the brand image of any organization; develop customer perception through attitudes and behaviors; Reducing HR costs through RPO services, organizational responsibilities are shouldered by RPO, enabling HR professionals and senior managers to focus on their core functions; and the diligence of the organization in selecting RPO service providers based on their criteria. And finally from(Albert, 2019) recruitment variables with other variables and the results of the study identified 11 areas in the process where AI applications can be implemented. However, practitioners today seem to rely on only three: chatbots, filtering software, and task

automation tools. Second, most companies that have adopted these AI tools tend to be larger, technology-focused, and/or innovative companies.

DISCUSSION

Of the dozens of research articles described above, only a few articles are in direct contact with the research in this paper from the results of research (Hastings & Kane, 2018) There is a link between the variables of coaching, leadership development and differentiating variables in mentoring, the results of the study using real-world coaching cases that apply this approach, this article suggests ways leaders can better align their thoughts and actions to increase their chances of success, especially when important issues are at stake between different parties.

Some of the studies above mostly use causative research methods used by previous researchers.

CONCLUSIONS AND RECOMMENDATIONS

The variables in this study are still rarely unified in one study from various studies only coaching, and leadership development exist.

Recommendations in the future are still very rare for researchers to mention between the variables that researchers try to set forth in this paper, so that in the future it can be in Carry out this research with different methods and different objects to give color to the field of human resources, especially those in the research of this paper .

FURTHER STUDY

This paper can provide an overview and add to the treasures although not yet broadly in the field of human resources

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