


**EFFECTIVE ROLE OF HUMAN RESOURCE MANAGEMENT POLICIES WITHIN  
MARKETING ORGANIZATION: THE IMPACT ON BUSINESS AND MARKETING  
STRATEGY IMPLEMENTATION**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 31 March 2023</p> <p><b>Accepted</b> 28 June 2023</p>	<p><b>Purpose:</b> The purpose of this study is to examine the effective role of human resource management (HRM) policies within marketing organizations and their impact on business and marketing strategy implementation.</p>
<p><b>Keywords:</b></p> <p>Digital HRM; Marketing; Organisational Management; Strategies; HR's Role.</p>	<p><b>Theoretical framework:</b> The study will be based on the resource-based view of the firm, which posits that a firm's resources and capabilities can be a source of sustainable competitive advantage.</p>
	<p><b>Design/methodology/approach:</b> The study will use a quantitative research design, collecting data through surveys administered to employees and managers within marketing organizations. Data will be analyzed using statistical techniques to identify relationships between HRM policies and business and marketing strategy implementation.</p>
	<p><b>Findings:</b> The findings of the study will provide insights into the impact of HRM policies on business and marketing strategy implementation and identify specific HRM practices that are associated with better performance outcomes. The major findings of this study are that the HRM policies improve the growth of a business and deliver quality work to the customers by understanding the external and internal affairs. The HRM policies improve the growth of a business and deliver quality work to the customers by understanding the external and internal affairs.</p>
	<p><b>Research, practical and social implications:</b> The results of the study will have implications for practitioners, as they will provide guidance on how to design and implement effective HRM policies within marketing organizations. Additionally, the study will contribute to the broader understanding of the role of HRM in organizational performance.</p>
	<p><b>Originality/value:</b> This study will be among those to examine the role of HRM policies in marketing organizations, providing new insights into how these policies can be leveraged to improve organizational performance.</p>
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## PAPEL EFETIVO DAS POLÍTICAS DE GESTÃO DE RECURSOS HUMANOS NA ORGANIZAÇÃO DE MARKETING: O IMPACTO NA IMPLEMENTAÇÃO DA ESTRATÉGIA DE NEGÓCIOS E DE MARKETING

### RESUMO

**Objetivo:** O objetivo deste estudo é examinar o papel efetivo das políticas de gestão de recursos (HRM) nas organizações de marketing e seu impacto na implementação da estratégia de negócios e de marketing.

**Estrutura teórica:** O estudo se baseará na visão da empresa baseada em recursos, que postula que os recursos e as capacidades de uma empresa podem ser uma fonte de vantagem competitiva sustentável.

**Projeto/metodologia/abordagem:** O estudo usará um projeto de pesquisa quantitativa, coletando dados por meio de pesquisas administradas a funcionários e gerentes de organizações de marketing. Os dados serão analisados por meio de técnicas estatísticas para identificar as relações entre as políticas de GRH e a implementação de estratégias de negócios e de marketing.

**Resultados:** Os resultados do estudo fornecerão percepções sobre o impacto das políticas de GRH na implementação da estratégia de negócios e de marketing e identificarão práticas específicas de GRH que estão associadas a melhores resultados de desempenho. As principais conclusões deste estudo são que as políticas de GRH melhoram o crescimento de uma empresa e oferecem trabalho de qualidade aos clientes por meio da compreensão dos assuntos externos e internos. As políticas de GRH melhoram o crescimento de uma empresa e oferecem trabalho de qualidade aos clientes por meio da compreensão dos assuntos externos e internos.

**Implicações sociais, práticas e de pesquisa:** Os resultados do estudo terão implicações para os profissionais, pois fornecerão orientação sobre como elaborar e implementar políticas eficazes de GRH nas organizações de marketing. Além disso, o estudo contribuirá para uma compreensão mais ampla da função da GRH no desempenho organizacional.

**Originalidade/valor:** Este estudo será um dos que examinarão a função das políticas de GRH nas organizações de marketing, fornecendo novas percepções sobre como essas políticas podem ser aproveitadas para melhorar o desempenho organizacional.

**Palavras-chave:** GRH Digital, Marketing, Gestão Organizacional, Estratégias, Papel do RH.

## PAPEL EFECTIVO DE LAS POLÍTICAS DE GESTIÓN DE RECURSOS HUMANOS EN LA ORGANIZACIÓN DE MARKETING: IMPACTO EN LA IMPLEMENTACIÓN DE ESTRATEGIAS EMPRESARIALES Y DE MARKETING

### RESUMEN

**Propósito:** El propósito de este estudio es examinar el papel efectivo de las políticas de gestión de recursos humanos (GRH) en las organizaciones de marketing y su repercusión en la aplicación de la estrategia empresarial y de marketing.

**Marco teórico:** El estudio se basará en la visión de la empresa basada en los recursos, que postula que los recursos y capacidades de una empresa pueden ser una fuente de ventaja competitiva sostenible.

**Diseño/metodología/enfoque:** El estudio utilizará un diseño de investigación cuantitativo, recogiendo datos a través de encuestas administradas a empleados y directivos de organizaciones de marketing. Los datos se analizarán mediante técnicas estadísticas para identificar las relaciones entre las políticas de GRH y la aplicación de estrategias empresariales y de marketing.

**Resultados:** Los resultados del estudio proporcionarán información sobre el impacto de las políticas de gestión de recursos humanos en la aplicación de estrategias empresariales y de marketing e identificarán prácticas específicas de gestión de recursos humanos asociadas a la mejora de los resultados. Las principales conclusiones de este estudio son que las políticas de GRH mejoran el crecimiento de una empresa y proporcionan un trabajo de calidad a los clientes mediante la comprensión de los problemas externos e internos. Las políticas de GRH mejoran el crecimiento de una empresa y proporcionan un trabajo de calidad a los clientes mediante la comprensión de las cuestiones externas e internas.

**Implicaciones sociales, prácticas y de investigación:** Las conclusiones del estudio tendrán implicaciones para los profesionales, ya que proporcionarán orientación sobre cómo diseñar y aplicar políticas eficaces de GRH en las organizaciones de marketing. Además, el estudio contribuirá a una comprensión más amplia del papel de la GRH en el rendimiento organizativo.

**Originalidad/valor:** Este estudio será uno de los que examinen la función de las políticas de GRH en las organizaciones de marketing, proporcionando nuevas perspectivas sobre cómo pueden aprovecharse estas políticas para mejorar el rendimiento organizativo.

**Palabras clave:** GRH Digital, Marketing, Gestión Organizativa, Estrategias, Función de los RRHH.

## INTRODUCTION

Human Resource Management handles the internal activities of an organization that influences the marketing team for better performance. Managing talents and maintaining policies as well as looking after important regulatory factors are the key roles of an HR that help a marketing organization to increase its performance. Effective HR management could influence the implementation of marketing strategy. Marketing strategy implementation helps to turn the plans into real forms or actions in order to reach a required outcome.

The practice of HR management is to evaluate the performance of an organization. The policies of HR management take care of the internal affairs that could help to provide a positive workplace environment and also handle external matters to ensure the growth of an organization (Wu et al. 2020). In the marketing organization, HR management is crucial as it delivers the dual aim of delivering the desired performance and focusing on future plans for the betterment. As mentioned by (Abdullah et al. 2020) complex and critical situations at the time of planning marketing strategies could be solved by the effective use of HR management. The role of an HR is to recruit and provide required training to an employee who could add value for the company's future executions.

Following are the research questions that need to be addressed through this research:

- In which ways HR management can influence a marketing organization?
- How could the HR management policy help the strategy implementation in a marketing organization?
- What are the possible suggestions to drive HR management policies for marketing organizational growth?

Objectives of the research:

- To analyse the importance of HR management for Marketing organization.
- To explore the impact of HRM policies on marketing strategy implementation.
- To suggest relatable strategies to improve the business of marketing organizations through the HR management.

## LITERATURE REVIEW

This chapter offers a detailed illustration of the effective role of human resource management policies within marketing organizations. Leveraging all the strategic assets to improve the marketing skill of an organization with the help of HRM has been discussed in

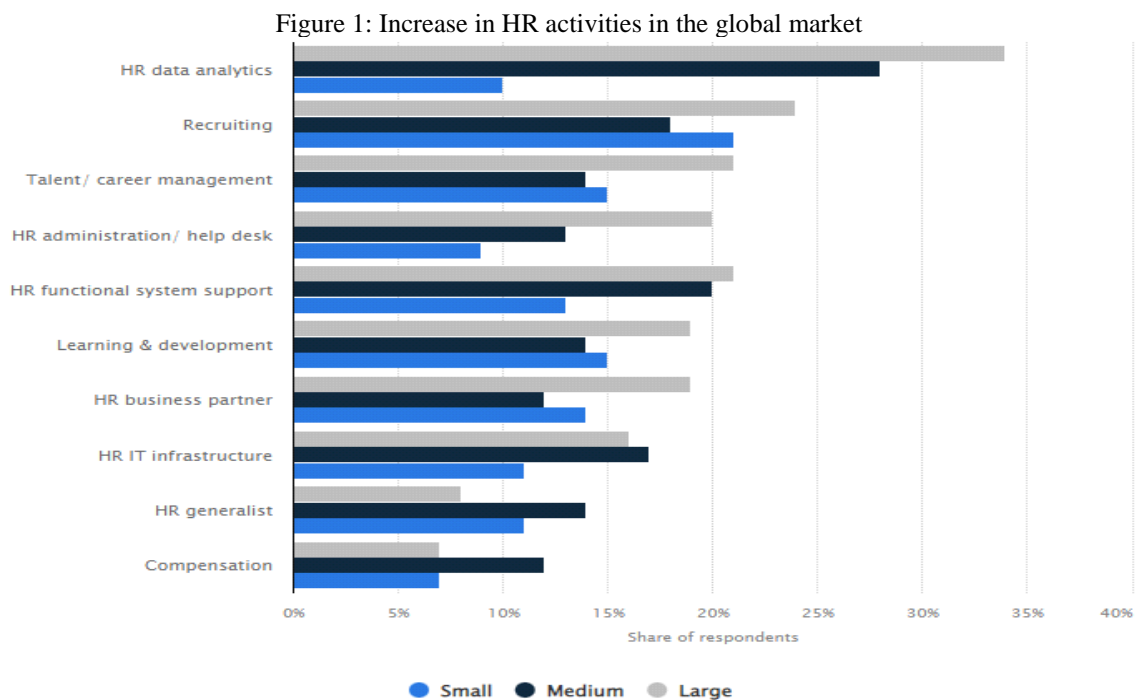
brief. Communication, development, collaboration, and training are the key role of HR that enhance the overall performance of an organization.

Marketing Organisations focused on the advertisement and branding that could attract their customers and sponsors. The selection of the eligible employee for the job and proving the required training is a task of HR. In this context (Yin et al. 2019) mentioned, comprehensive and effective HR management could handle the issues of employees by showing the proper concern. Effective HRM could play a role of a bridge or connection between the performance of an employee and the regulation and objectives of the company. Ozkeser (2019) stated HR helps to deliver better performance for an employee by understanding their needs and also encouraging them to take part in the organization’s innovative affairs. However, HR management faces some challenges at the time of handling the employees which leads to the employees’ high attritions to organizations.

Required Item: Detailed analysis of the role of human resource management policies within a marketing organization. Examination of the impact of human resource management policies on business and marketing strategy implementation

Not Required Item: Personal opinions or biases on the topic. Specific case studies or examples (although they can be used to support the analysis)

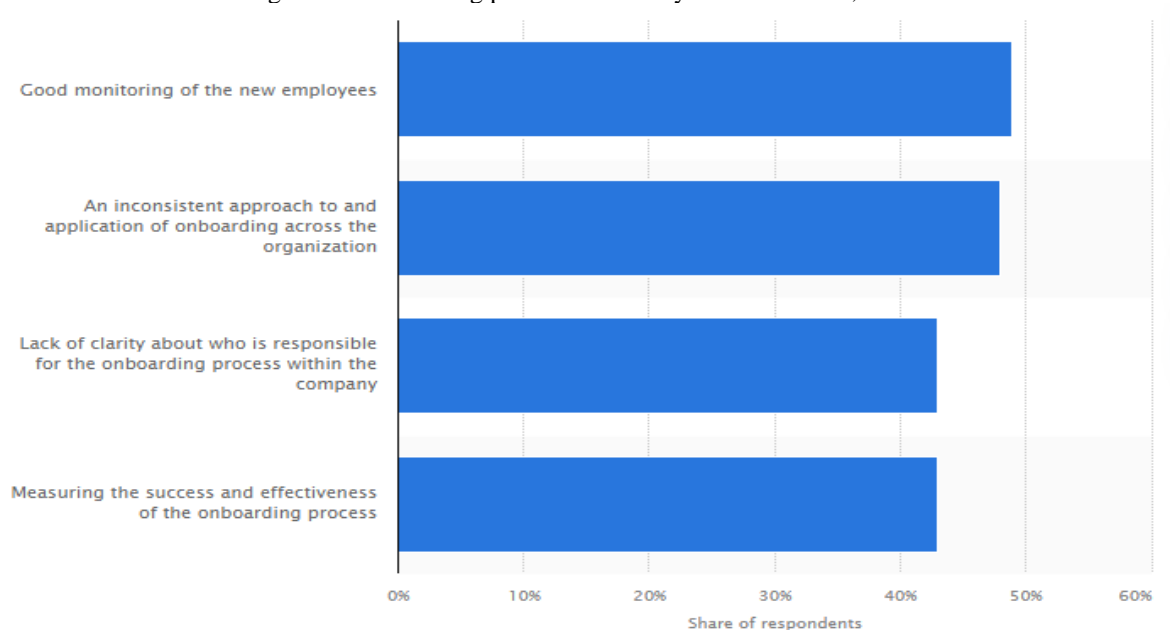
## MATERIAL AND METHODOLOGY



Source: Statista.com 2022

Figure 1 unveils information about the demand for HR worldwide and the organizational expectations to recruit more the post in the following times. Out of the total responders to the survey, held in 2019, 34% stated their plan of increasing the HR staff in their respective organizations (statista.com 2022). The performance of an HR holds the growth possibilities of any organization and improves the relationship with the market that increases the demand for the company products.

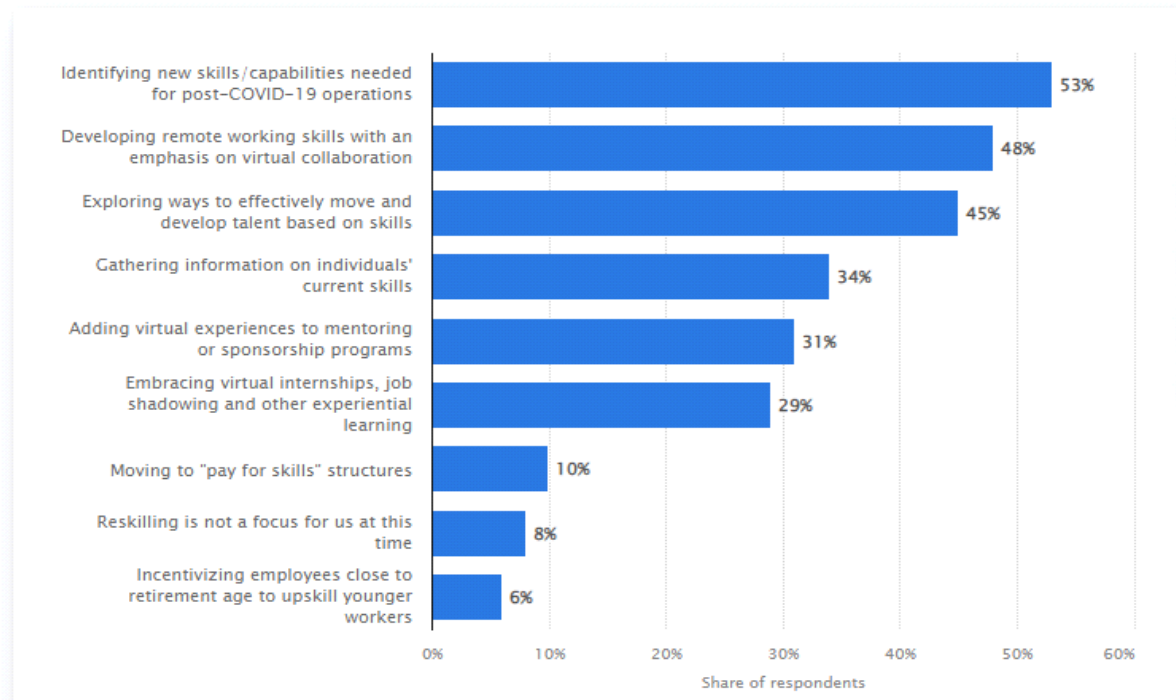
Figure 2: On boarding problems faced by HR worldwide, 2018



Source: Statista.com 2022

Figure 2 depicts the on boarding problems according to human resource practitioners in 2018 worldwide. Out of the total responders, 49% stated that the observation and monitoring of new employees in an organization was a challenging task (statista.com 2022). Understanding the demand of a marketing organization and recruiting suitable candidates accordingly is a vital task for an HR. Monitoring these new employees till their growth and understanding of the work process is a tough job for HR (Elifoglu et al. 2018). The HR management policies could improve the structure of the business process of a marketing organization by contributing ideal solutions and proper guidance.

Figure 3: Strategies of HR for developing employee skills worldwide

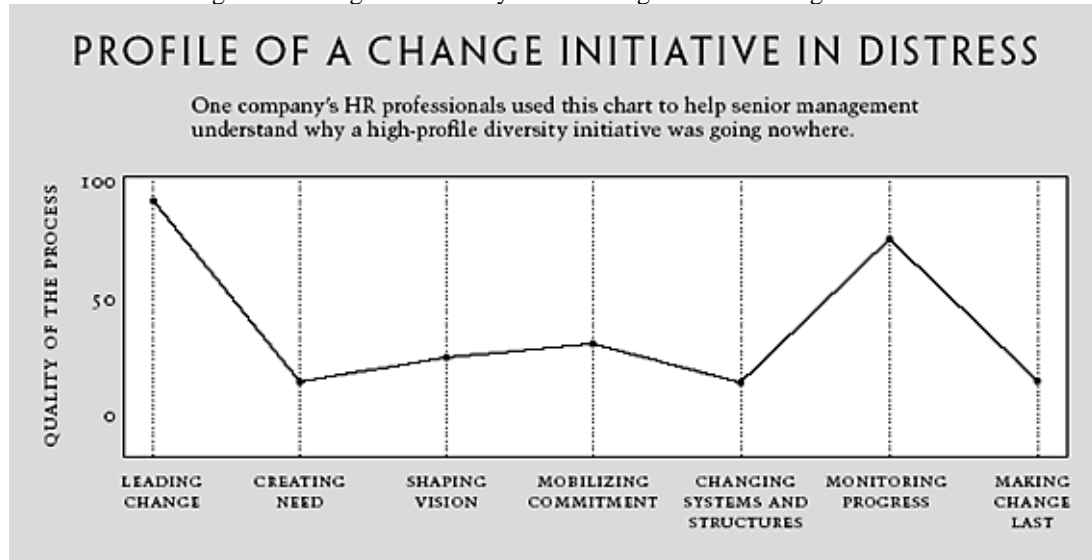


Source: Statista.com, 2022

The graph presented in Figure 3 reflects that human resources professionals In 2021, planned to take action for accelerating employees' skill development. As per the conducted survey in 2020, the main objective of HR is to identify the skills of employees for post -COVID 19 affairs (statista.com, 2022). In addition, providing remote working skills, and effective support for developing talent and individual skills for the success of an organization is another task of HR worldwide.

The involvement of HR management policies could be beneficial for the successful implementation of the marketing strategy. HRM could increase innovation in the marketing section and bring growth. According to Hoe (2018), marketing organizations provide the service of branding a business and gaining support from the customer and stakeholders in the marketplace. The HR has the ability to communicate with all these interested customers and stakeholders for understanding their requirements. HRM delivers the need of an organization by collecting information from the marketplace.

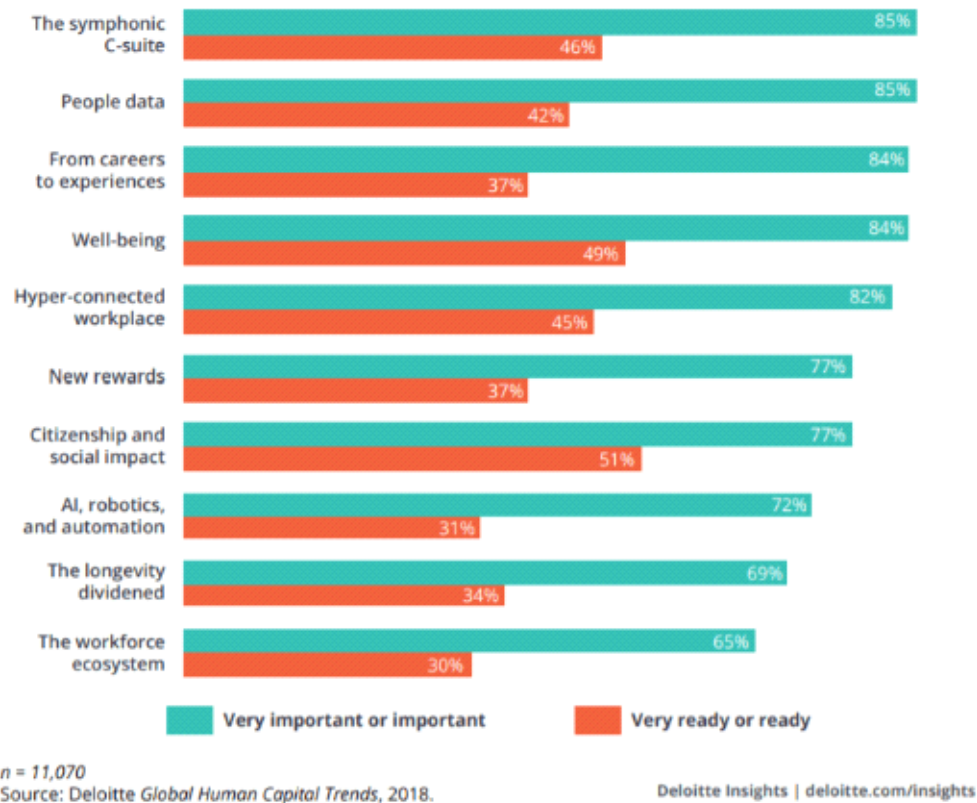
Figure 4: Change initiative by HR for the growth of the organization



Source: Hbr.org, 2022

Figure 4 has shown the steps taken by HR for positive change that could increase the organization's growth. High-profile diversity initiatives could bring changes that could evaluate the work process, and increase the performance of the employees.

Figure 5: Responsibilities of HR



Source: Devskiller.com, 2022

Figure 5 displayed the role of an HR in the different sections of an organization. The graph showing that HR's role in maintaining the well-being of employees and maintaining the privacy of employee and customer information. All this work of an HR could increase the success rate of an organization effectively.

In order to build a better understanding choosing the theory of Organizational Lifecycle Theory could be effective as it delivers the idea of the importance of HR management policies in an organization. OL theory explains that every organization has a life cycle as a living organism from its start to the end. As opined by Oliveira et al. (2019) HR management helps an organization build its reputation from the scratch and also helps in developing in an effective manner. Providing employees and guidance, maintaining the regulations, and proceeding with the requirements so the company is handled by the HRM. All these could easily understand by the use of OL theory in this article. In relation to the theory, it can be well understood that customer satisfaction is related to the life cycle of an organization. Cook (2018) stated HRM policies handle external affairs to endure that customer recruited quality products and showed their loyalty. Implementing marketing strategies to improve the business, HRM helps at an impressive level to the marketing organizations.

This article has been improved with the help of a secondary qualitative method. All the furnished information and data in the study were collected from articles or journals. In order to present the objectives of the research, all the information has been explored well. According to Yamada et al. (2022), the secondary qualitative method delivers a systematic review of all the previous peer-reviewed data and resources. It requires fewer costs to conduct the research and provides the researchers better understanding of the concepts and factual knowledge as well as experiences (VanScoy et al. 2018). This methodology helps to analyse the cardinal theories and concepts for further progress in this study. Relevant articles and journals as well as other peer-reviewed information could successfully develop the idea of the importance of HRM policies in the marketing organization. As stated Alshehri et al. (2021) gathered information that successfully generated the idea of service quality and customer satisfaction for the better growth of a business that could be drawn by HRM policies. A detailed review of the quality information was collected from various journals and multiple articles have been highlighted in the study below.



## RESULTS AND DISCUSSION

Table 1: Quality review

Authors	Study design	Measured outcomes	Results	Quality review
Abdullah et al. (2020) Yin et al. (2019)	Quantitative, Qualitative	Saving time, effort, and money can be done by efficient management of human resources with the integration of cloud technology	Empowerment of human assets is essential to increase the efficiency of organization	Moderate
Wu et al. (2020) Elifoglu et al. (2018)		Human resource management is the way to enable efficiency of employees which can be beneficial for marketing organisation	Effective advertising and marketing could display the USP of the organization and attract specific customers which is the job of the marketing team which can be done with efficient employees	Moderate
Oliveira et al. (2019) Hoe (2018)	Quantitative	HRM is the way to accelerate customer satisfaction of the business firms.	Organisational outcome is dependent on the management of human resources with proper strategies	High
Ozk eser(2019) Yamada et al. (2022)	Qualitative	Providing proper training to the employees is an effective strategy of HRM	Manager's attention is essential in providing training to the employees for accelerating organization's performance	High
Alshehri et al. (2021) VanScoy et al. (2018)	Quantitative, Qualitative	Cross-Cultural Design in the workplace environment can be a procedure to strategic management of Human Resource	Efficient HRM can accelerate the performance of the marketing organisation	Moderate

Source: Google Scholars

Table 2: Thematic coding table

Authors	Codes	Themes
Abdullah et al. (2020) Yin et al. (2019) Wu et al. (2020) Elifoglu et al. (2018) Oliveira et al. (2019)	Human resources, marketing organisation, Management, strategic management of HR	<i>“Importance of HR management for Marketing organizations”</i>

Hoe (2018) Ozk eser(2019) Yamada et al. (2022) Als hehri et al. (2021) VanScoy et al. (2018)	HRM, Human resource, management of employees, marketing	<i>“Relatable strategies to improve the business of marketing organizations through HR management”</i>
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Source: Google Scholars

## CONCLUSION

The HRM policies improve the growth of a business and deliver quality work to the customers by understanding the external and internal affairs. HR helps to recruit eligible employees for marketing organizations and also develops a program for required training (Alnamrouti et al. 2022). Effective advertising and marketing could display the USP of the organization and attract specific customers which are the job of the marketing team. Helping them find niches and gathering an eligible audience could be done by the policies of HRM. Employee management and maintaining a suitable environment for the workplace increase the productivity handled by human resources. Therefore, HR management has an important role in a marketing organization. In order to develop appropriate strategies for better marketing, Hr management policies implementation required some effective solutions. Incorporating upgraded technology for the skill development of the employee should be done for business growth. Hr management could encourage the employees to contribute their views in the decision-making process (Als hehri et al. 2021). Improving communication could be a strategy that helps the employees in the scenario. Lastly, better infrastructural development could implement a sufficient amount of HRM into an organization that leads to the growth of the company. This study has discussed the impotence of Hr management for the marketing organization and its impact of it on the business. The study evaluated the effect of HRM on employee selection and maintaining organizational objectives. Overall discussion showcases the benefits of an organization implementing HR management policies. The secondary qualitative methodology has been used to develop the study and OL’s theory has been used to provide a detailed discussion.

At the time of the conduction of this study, it has been observed that the selected secondary qualitative method has multiple drawbacks. The method does not contain statistical information which is easy to interpret and provides an accurate result. On the other hand, the chosen method is time-consuming. The quantitative research method could provide the accuracy in the study that is lacking here. Similarly, the factor of customer satisfaction has reduced the comprehensiveness of the study. This study could help future learners to understand the importance of HR management in marketing strategy. Different organizations could draw

the idea of recruiting an eligible HR for the betterment of their company. Besides that, future researchers can furnish strategies to increase the HR management policies that could be helpful for marketing organizations.

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