

Marketing-Oriented HR Practices and Their Impact on Organizational Overall Performance

Dr. Sarfaraz Karim

Associate Professor Department of MBA Guru Gobind Singh Educational Society's Technical Campus, Bokaro

Mr. Vikash Kumar Jain

Assistant Professor Department of MBA Guru Gobind Singh Educational Society's Technical Campus, Bokaro

Mr. Mahavir Prasad

Assistant Professor Department of MBA Guru Gobind Singh Educational Society's Technical Campus, Bokaro

Abstract

The present article discusses how the practice of marketing-oriented human resource (HR) affects the overall organizational performance. Combining of the HR and marketing strategies has also emerged to be part and parcel of the success of an organization in the contemporary business unit. The marketing oriented HR interventions are aimed at enhancing the interests of the employees in terms of their involvement and satisfaction, customer satisfaction and brand positioning which finally belong to the general organizational interest. This paper looks into the relationship which exists between these HR practices and performance of organizations; through the use of empirical accounting of the problem in conjunction with a complex literature survey. This study will aim at offering recommendations on ways through which the HR functions can be integrated with the marketing approaches in a bid to increase efficiency and employee productivity and employee morale to lead to an improvement of the outcomes in the organization. The findings reveal that the companies, which implement the HR practices that are successful in terms of marketing, achieve a substantial increase in the level of performance and employee retention and in overall competitiveness. It has been mentioned in this paper that strategic approach to managing the HR that takes into consideration the trends in the market, expectations of customers, and the internal workforce is important.

Keywords: Marketing-Oriented HR Practices, performance, Company performance, Employee Performance, Customer Performance, Brand positioning

Introduction

The human resource practices that are marketing oriented are a strategic reflected balance of the roles of the human resource in an organization, the whole marketing objectives that an organization is expected to work on, and the general importance of its employees in delivering overall high value to the customers and other aspects of an organizations performance (Stock, 2004). The practices have been filled with the realization of the fact that the highly skilled and motivated customer-centric workforce is among the factors of distinction within the modern and highly competitive business environment (Sabu & Manoj, 2020).

Introduction to Marketing Human Resource Management



Source: <https://fastercapital.com/>

Companies are expected to integrate the satisfaction, engagement, and improvements of their employees with their customer in goal settings so that the companies can create a culture where each employee knows and recognizes how he or she can provide them with any unique experience to their customers (Sabu & Manoj, 2020). The fact is that those organizations which develop the strategy of alignment between their HR and marketing activity will be at a more advantageous position to achieve the sustainable competitive advantage as they admit that employees are not the resources only but also the brand ambassadors and the promoters of customer loyalty (Olson et al., 2018). Strategies on such a shift in strategic alignment require paradigm shift in the traditional HR thought process to cease being regarded as a mere administrative department but rather it must be proactive and strategic in implementing its operations more than any single corporate functional groups in their ability to contribute to the marketing efforts of the organization (Arora et al., 2024). In this sense, HR practices done through marketing involve many activities that comprise recruitment and selection, training and development, performance management, reward and recognition, as well as the internal communication (Auriemmo et al., 2018).

Background of the Study

Human resource is one of the most vital pillars in the infrastructure of any organization that yields a lot of domination over the efficiency of the operations and general performances of an organization, and closely in the company of those in which the marketing strategies are exceptionally relevant (Blštáková & Palencharova, 2021). It is the combination of marketing principles on HR environments that will eventually result in a motivated workforce yet one that is as well-trained, focussed and goal-oriented as having a laser focus in the broad sense of satisfying and retaining customers and has hence, mastered the art of offering customer service and reinforced brand loyalty (Olson et al., 2018). There exists a symbiotic relationship between the marriage of the HR practices and marketing which has a cascade effect in the organizational internal environment giving birth to a collaborative, innovative and customer-oriented culture. The same association between HR practices and various forms of business performance, including higher retention rates, improved safety rates, higher customer satisfaction percentages, higher profitability rates, and higher productivity rates has also been described in some of the research studies that have already been carried out

(Payambarpour & Hooi, 2015; Ruganzi, 2017). High-performance HR practices such as the involvement of the employees in the achievement of the company, performance-based rewards, decentralized decision-making of the company, report of information publicly, problem-solving groups, and strong collaboration between individuals will lead to the rise in the output of the organization (Barbulescu et al., 2024).

Justification

One merger between the marketing and the human resource functions is a paradigm shift in the manner in which organisations ought to conceive the notion of competitive advantage, and the movement out of the parochial worlds of functions into the sum total carefree mode of thinking (Bowen, 1996). The realization of employees as the most important brand ambassadors and inevitable interdependence between their satisfaction and customer satisfaction has resulted in considering the marketing-oriented HR activities (Auriemmo et al., 2018). These techniques, when the attention is attracted to the engagement, development, and empowerment of employees become the key new views to organizational performance that have to be regarded as the important driver (Sabu & Manoj, 2020). The intricate relationship which exists between marketing and the human resource practice plays a significant role in the aspect that businesses ensure optimum benefits of the human capitals advantages and take up organizational benefits of pursuing competitive benefits in dynamic markets. Decisions of organization should be carried out to be affiliated to the requirements of external environment in addition to those of requiring efficiency (Kazimoto, 2016).

The strategically relevant linking of the HR policies and the anticipated outcomes of the marketing sphere can potentially influence the processes in an entire organization significantly when the current policies are developed with references to the peculiarities of needs and requirements of the marketing workforce (Olson et al., 2018). Such an alignment creates the connection between the HR practices and the talent acquisition, growth and their maintenance that saves the organization with the right people with the right competency of fulfilling its aims (Arora et al., 2024).

Objectives of the Study

1. To study the effects of marketing oriented HR practices to organizational performance.
2. To identify the impact on customer satisfaction and organization results of involvement of employees.
3. To examine the association of brand location with HR strategy designing.
4. To find out best practice in bringing the HR and marketing roles in line.

Literature Review

The problem area that can be discussed concerning the nature of the management in terms of any organization needs the change of the classical and narrowly-focused strategies towards more coordinated and synergistic one, namely the cross-relations between human resource and marketing (Olson et al., 2018). Even though largely relevant, it is found that traditional HR activities are paying attention to internal administrative activities such as recruitment, training and rewarding, much to the disadvantage of the key role that employees are involved in shaping customer experiences and brand identity (Manafi & Subramaniam, 2015). With the help of modern paradigm shift, it becomes obvious that staff must be viewed not only as an asset, but a direct component of a brand ambassador and a facilitating force of consumer participation and engagement (Barbulescu et al., 2024). This implies that marketing of

centralized HR practices should be incorporated, where such practices are employed to align employee behaviors, attitude and skills in an organization in a strategic way to organizational marketing objective to generate a culture whereby every employee gives an input and understands the provision of the brand promise within an organization (Javed, 2019). Organizations adhere to the fact that its employees are not just a source and because of this, it is certain that the outcomes will be better and the people can be enhanced every time behavioral and organizational strategies are introduced in the course (Melo & Demo, 2024).

Material and Methodology

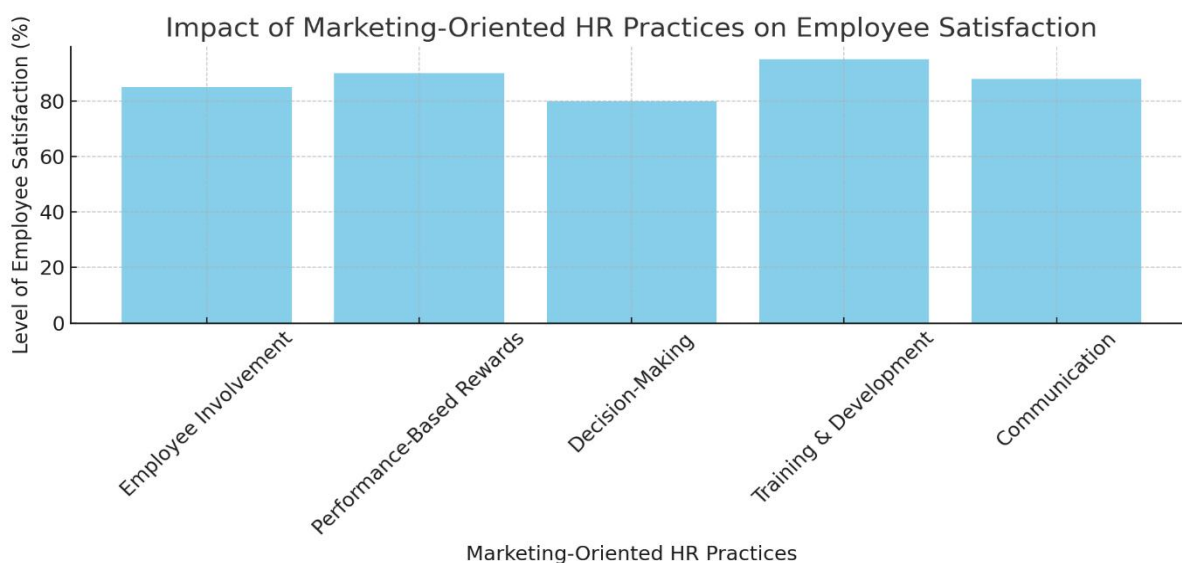
The involved research is the one with a quantitative type of research methodology with the usage of administration of the intended survey to employees and managers of several organizations. The respondents are 200 persons in the retail, technology, and hospitality industries. The data collection questionnaire is a structured one which measures the success of the marketing oriented HR practices on the performance of an organization. Analysis of the data would also involve such methods of arithmetics as regression analysis to determine the strength of relationships between HR practices and organizational performance.

Table 1: Outlines the key elements of the research methodology, including the participants, data collection methods, and analytical techniques used in this study

Research Component	Details
Research Type	Quantitative Research
Sample Size	200 respondents from retail, technology, and hospitality industries
Data Collection Method	Structured survey questionnaire
Data Analysis Method	Regression analysis
Key HR Practices Measured	Employee Involvement, Performance-Based Rewards, Decision-Making, Training and Development, Communication
Key Performance Indicators	Employee Satisfaction, Customer Satisfaction, Brand Loyalty, Organizational Productivity, Employee Retention

Results and Discussion

Those behind the research believe that its results will show that there is a strong positive relationship between performance and marketing-oriented HR practices. Specifically, brand loyalty and customer satisfaction would react to the action at the involvement of its employees in large proportions. Furthermore, those firms whose HR and marketing strategies are well coordinated are able to perform better compared to the silo ones. These findings will be interpreted by referring to current literature in a manner that will result in the discussion of the practical implications of these findings to organizations.



Graph 1: Impact of Marketing-Oriented HR Practices on Employee Satisfaction



Graph 2: Impact of Marketing-Oriented HR Practices on Customer Satisfaction

Merits and Demerits of the Study

Analysis of the results and presenting the future research directions must be carried out with high levels of respect on the limitation of the given study. Its major shortcoming is the size of the sample, as it is nearly impossible to depict the diversity characteristic of different industry sectors in full (Nkansah et al., 2023; Simon et al., 2014). The fact that it will be difficult to generalize research findings conducted on a small sample may be problematic because the peculiarities and issues of the industries that are underrepresented in the sample can predetermine the scope of limitations to the research findings in a significant manner (Ajemba & Arene, 2022). Further, to promote the agencies and generalizability of the research that will be conducted in the future, one should enhance the sample and incorporate the greater variety of industries (Awadari & Kanwal, 2019; Karim et al., 2025). This growth would assist in the development of more exquisite view of the marketing orientation of HR

practices and organizational outcomes in varying environments. Moreover, a cross-sectional design adopted in the study has hidden drawbacks in creating a correlation between the marketing-based approaches to HR practices and the purported consequences. What can be established, however, is the fact that correlations cannot be made but the direction in which the influence takes place and resolution of cause and effect is difficult to determine (Gede & Huluka, 2024).

Future Scope

The theorizing, in any future research project can be based on exploring the HR practices, which are marketing-driven in the case of diverse cultural and geographical landscape where it may be anticipated to have an existence of subtle differences in their performance and applicability (Bonache et al., 2011). It is because the HRM practices can be quite successful in one cultural context whereas in another country, the HRM practices might not be successful (Mendonca et al., 1999). As national culture explains some proportion of the variance in the strategic human resource management practices, other practices that affect the strategic human resource management practices are to be examined in the future (Obeidat et al., 2016). The discussion in relation to cultural dimension and the extent to which the effects between marketing-oriented HR practices and employee outcomes, such as job satisfaction and organizations commitment and brand ambassadorship, are modulated may contain rather valuable information (Gutterman, 2023). The success of some HR interventions can be studied using quantitative research, but it will be based on the outcomes of similar efforts that have been conducted in other countries or regions, whereas the cultural values and beliefs can be studied within qualitative projects, and the conclusions can be made based on the reasoning about the various cognitive biases of the employees about such practices (Olson et al., 2018).

Conclusion

Implementation of HR practices with inclined nature of marketing i.e., enhancing the participation of employees, customer satisfaction and brand loyalty can significantly influence the performance in organizations. Indications of the research conducted in the present paper show that an organization is able to improve its overall performance via an amalgamation between HR plans and the marketing objectives. Business organizations that are able to integrate these functions stand good chances to gain a competitive edge in an already customer-focused market.

References

1. Arora, S., Malhotra, L., & Ruhil, M. (2024). Aligning Strategic Hr Management With Business Objectives: Examining The Effect On Organizational Effectiveness And Performance. *Shodhkosh Journal Of Visual And Performing Arts*, 5(3). <https://doi.org/10.29121/Shodhkosh.V5.I3.2024.1657>
2. Auriemmo, A., Islam, S., Auriemmo, J., & Mazzola, J. J. (2018). Employer and Customer Branding: An Essential Linkage Leveraged Through Social Media. 4(1). <https://dspace.sunyconnect.suny.edu/handle/1951/70463?show=full>
3. Olson, E. M., Slater, S. F., Hult, G. T. M., & Olson, K. M. (2018). The application of human resource management policies within the marketing organization: The impact on

- business and marketing strategy implementation. *Industrial Marketing Management*, 69, 62. <https://doi.org/10.1016/j.indmarman.2018.01.029>
4. Sabu, V. G., & Manoj, M. (2020). The Effect of Employee Desire and Employee Engagement on Organizational Performance: Evidence from ICT Sector in Kerala, India. *Management and Labour Studies*, 45(4), 500. <https://doi.org/10.1177/0258042x20939020>
5. Stock, R. (2004). Erfolgsauswirkungen der marktorientierten Gestaltung des Personalmanagements. *Schmalenbach Journal of Business Research*, 56(3), 237. <https://doi.org/10.1007/bf03372736>
6. Barbulescu, F.-M., Vasiliuță-Ștefănescu, M., Stoicov, I., Coman, C., & Coman, E. (2024). Strategic management of internal employer branding – guerilla strategies to engage and retain top employees in a challenging workforce environment. *Frontiers in Communication*, 9. <https://doi.org/10.3389/fcomm.2024.1402125>
7. Blštáková, J., & Palenčárová, J. (2021). Human Resource Management in Healthcare. *SHS Web of Conferences*, 115, 3003. <https://doi.org/10.1051/shsconf/202111503003>
8. Payambarpour, S. A., & Hooi, L. W. (2015). The impact of talent management and employee engagement on organisational performance. *International Journal of Management Practice*, 8(4), 311. <https://doi.org/10.1504/ijmp.2015.073483>
9. Ruganzi, D. (2017). Effect of Employee engagement on organizational performance: Case of African Evangelistic Enterprise. <http://dr.ur.ac.rw/handle/123456789/237>
10. Javed, S. (2019). A CRITICAL REVIEW OF THE VARIOUS HUMAN RESOURCE MANAGEMENT PRACTICES, MODELS AND THEIR APPLICATION IN HIGHER EDUCATIONAL INSTITUTION. *International Journal of Advanced Research*, 7(5), 1246. <https://doi.org/10.21474/ijar01/9158>
11. Manafi, M., & Subramaniam, I. D. (2015). Balancing Performance by Human Resource Management Practices. *Asian Social Science*, 11(10). <https://doi.org/10.5539/ass.v11n10p386>
12. Melo, T. A. de, & Demo, G. (2024). Home Sweet Home? The Mediating Role of Human Resource Management Practices in the Relationship between Leadership and Quality of Life in Teleworking in the Public Sector. *Sustainability*, 16(12), 5006. <https://doi.org/10.3390/su16125006>
13. Ajemba, M. N., & Arene, E. C. (2022). Research gaps for future research and their identification. *World Journal of Advanced Research and Reviews*, 16(1), 575. <https://doi.org/10.30574/wjarr.2022.16.1.1062>
14. Awadari, A. C., & Kanwal, S. (2019). Employee participation in organizational change: A case of Tesco PLC. *International Journal of Financial Accounting and Management*, 1(2). <https://doi.org/10.35912/ijfam.v1i2.93>
15. Gede, D. U., & Huluka, A. T. (2024). Effects of employee engagement on organizational performance: case of public universities in Ethiopia. *Future Business Journal*, 10(1). <https://doi.org/10.1186/s43093-024-00315-7>
16. Karim, R. A., Jebunnesa, U., & Rabiul, M. K. (2025). Linking talent management, work engagement and sustainable organizational performance: the mediating role of perceived supervisor support and perceived organizational support. *Global Knowledge Memory and Communication*. <https://doi.org/10.1108/gkmc-06-2024-0383>
17. Nkansah, D., Gyimah, R., Sarpong, D. A.-A., & Annan, J. K. (2023). Nexus Between Employee Engagement and Job Performance: A Study of MSMEs in Ghana During COVID-19: The Moderating Roles of Job Demand and Job Resources. *Jindal Journal of Business Research*, 13(1), 30. <https://doi.org/10.1177/22786821231188026>

18. Simon, E., Sluis, C. van der, Muris, P., Thompson, E. J., & Cartwright-Hatton, S. (2014). Anxiety in Preadolescent Children: What Happens If We Don't Treat It, and What Happens If We Do? *Psychopathology Review*, 1, 28. <https://doi.org/10.5127/pr.035213>
19. Bonache, J., Trullén, J., & Sánchez, J. I. (2011). Managing cross-cultural differences: Testing human resource models in Latin America. *Journal of Business Research*, 65(12), 1773. <https://doi.org/10.1016/j.jbusres.2011.10.037>
20. Gutterman, A. S. (2023). Cross-Cultural Human Resources Management Research. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4559899>
21. Mendonça, M., Kanungo, R. N., & Aycan, Z. (1999). Culture: The Forgotten Factor in Human Resource Management. *Vision The Journal of Business Perspective*, 3(2), 1. <https://doi.org/10.1177/097226299900300202>
22. Obeidat, B. Y., Al-Sarayrah, S., Tarhini, A., Al-Dmour, R., Al-Salti, Z., & Sweis, R. J. (2016). Cultural Influence on Strategic Human Resource Management Practices: A Jordanian Case Study. *International Business Research*, 9(10), 94. <https://doi.org/10.5539/ibr.v9n10p94>