

8. Interface of Marketing with Human Resource Management: Cross-Functional Pollination

Ms. Pallavi Jaggi

Assistant Professor,
Institute of Distance & Online Learning,
Chandigarh University,
Punjab.

Dr. Gurpreet Singh

Associate Professor,
University Institute of Computing,
Chandigarh University,
Punjab.

Abstract:

Research Aims: Presently, credible companies are putting green HRM practises into practises quickly. the concept of green HRM arose in relation to environmentally friendly business practises. Employers are paying more attention to green HRM practises such 'Recruitment and Selection,' 'Pay and Rewards, 'Training and Development', and 'Performance Management and Appraisal.'

This study put a lot of attention on assessing how green HRM practises affected employee performance in India's healthcare industry.

Design/ Methodology/ Approach- The present study emphases on responses of thirteen statements related to Green HRM from 400 respondents at all levels in various hospitals located in West Bengal, India. The hypothesized relationship between the Green HRM practices has been tested over the dependent variable of employee performance. The researcher adopted regression analysis and ANOVA to analyses the relation between the proposed variables.

Research Findings – The study's overall findings showed that employee performance was significantly impacted by the suggested green HRM methods. The summary of the model indicates that the model is most influenced by performance management and appraisal. The results also point to the necessity of a customised plan to boost worker performance using green HRM practises.

Keywords:

Green HRM, Recruitment & Selection, Pay and Rewards, Training and Development, Performance Management and Appraisal, Employee performance, Health care Industry

8.1 Introduction:

The development of depth in particular disciplines, such as marketing, human resource management, finance, or operations, has been one of the most significant recent developments in business study and practice. Functional leaders with extensive knowledge in various fields are present in organizations. Through this intense emphasis, academic communities have made significant advancements in the development of concepts, frameworks, views, and methodologies, assisted by specialized journals and disciplinary departments. Cross-functional approaches in management research and practise need to be expanded right now. The need for a wider perspective in thought and behavior is becoming more and more apparent among discipline leaders.

Cross-functional pollination means sharing ideas across different departments or offices within a business. The business grows stronger when ideas are shared and cross-pollinated. High productivity, innovation, and successful execution will result from this. By raising awareness both internally and externally, encouraging openness at company-wide events, and converting former employees into brand ambassadors, human resource management and marketing can be coordinated.

Integrating marketing and go-to-market execution, business plans with brand objectives, and integrating consumer insights more broadly into business activities are the main potential for generating success.

Integration is the overarching concept. To attain this goal of increasing growth, the organization needs to integrate different perspectives. In order to attain and maintain overall organizational and collective success, we argue that combining marketing and HRM activities inside an organization is advantageous at the operational level but absolutely essential at the strategic level. This kind of integration is the magic bullet, a change that will boost performance, and as a result, a problem that directly and significantly affects both fields. In reality, it is a subject that has previously been treated in the scholarly literature (Ferrin et al., 2007).

The idea that research that spans multiple disciplines is beneficial is not a novel one. It's also untrue that no one has ever talked about the importance of the connection between marketing, organization management, and human resource management (Wang et al, 2011). But if we accept the premise that the fundamental nature, structure, and assumptions of marketing have changed nearly beyond recognition, the relationship, interface, and interaction between marketing and the rest of the set of organizational activities need to be re-examined. This is because marketing is now viewed as more of a strategic function than a transactional one.

Cross-functional groups can include people from a variety of functional sectors, such as engineering, manufacturing, marketing, or many different research disciplines (such as chemistry, electronics, and metallurgy). Multiple data, communication, and opinion sources, contacts outside of a particular project group, the inclusion of downstream concerns in upstream design, a clearer line of sight to the customer, and speed to market are all advantages of a cross-functional structure that are crucial for success in highly competitive,

international high-technology markets. In more functionally structured organisations with a separate innovation unit and above-average levels of organisational connection, cross-functionality contributes to the success of innovation projects. However, using cross-functional teams may result in unfavourable results like increased costs, stress, and weakened group cohesion.

8.2 Objective of the Study:

We hope to give readers a thorough knowledge of the following goals in this article:

- List the study from the cross-functional perspective that is currently being done by different researchers.
- Draw attention to the gaps in the body of knowledge about cross-functional pollination.
- Give researchers hints for additional research on cross-functional pollination. The work that is currently available was created by numerous researchers from a cross-functional perspective. This will give a good understanding of the direction that cross-functionality research is going.

In order to clearly emphasize that people are at the center of the fulfilment of promises, this conceptual paper explains how the focus of marketing has switched from products and transactions to services and connections. This emphasizes how essential the management of people is to attaining strategic marketing goals. Management of people includes hiring, training, developing, motivating, retaining, and rewarding them. This adds to earlier studies that have shown how happy employees translate into delighted clients. This highlights how much human resources can teach marketing, and it also begs the question of whether or not the resources required to achieve significant strategic marketing goals are already there in the theory and practice of HR. The paper gives a structural overview of the transition from transactional to relational marketing and focuses on specific areas where marketers could add value by using the concepts and literature already present in HR before examining what the future partnership between marketing and HR could and should be. This is completed prior to establishing how marketing and HR should and could collaborate going forward.

8.3 Literature Review and Theoretical Background:

In a 1999 study, Michael T. Ewing and Albert Caruana found that internal marketing may be separated from human resource effectiveness in a meaningful way and also acts as a key antecedent to human resource effectiveness. The main objective of internal marketing (IM) is to recruit and retain employees who place a high priority on customer service. Internal marketing is merely another word for efficient human resources management, claim its critics. Appropriate actions are also discovered when taking into account internal marketing and human resource effectiveness (HRE) concepts. Considering the concepts of internal marketing and human resource effectiveness, this study investigates whether IM practises in the public sector have an effect on strategic and technical effectiveness.

According to the internal marketing theory, a company's employees are its most valuable resource. This study emphasizes the transaction costs theory, which can serve as the theoretical foundation for internal marketing. A macro theory called "transaction cost"

explores the interrelationships between people, organizations, and the general market on a theoretical level. The efficacy of the company is increasingly understood to be influenced by human resource management. Both immediate and long-term results are impacted by HRM policy.

The association between internal marketing and human resource effectiveness in government departments was investigated by the authors using a study technique that entailed mailing questionnaires to a variety of department heads. Chiefs of government departments in Queensland, Victoria, and Western Australia, respectively, received 215; 151; and 130 of the 496 surveys that were mailed. It took place in September 1997.

The results demonstrated that moderated regression was used to evaluate the association between the constructs. The outcomes demonstrated how crucial internal marketing is to improve the efficiency of human resource management. According to the authors' concept, internal marketing should be considered a distinct entity rather than just a grouping of several human resources management tasks.

The study has some clear shortcomings. Both the internal marketing and HRE components require additional theoretical and empirical elaboration. Future research should focus on extending internal marketing to businesses that promote tangible commodities in addition to services businesses and government agencies. It seems crucial that in the future the focus should be on practicing both external marketing and internal marketing in collaboration with other functional areas, particularly human resources management if they are to successfully develop human resources management if they are to be successful in developing long-lasting and lucrative relationships with their customers.

The researchers Gerard Ryan, Marcel Gubern, and Inma Rodriguez 2000 examined the scant literature on recruitment advertising, which we will discuss in the following paper. They looked at the press advertising for hiring that was published in the widely read national media. These are the ads that employers publish in newspapers to promote open positions and draw applicants to their businesses.

Marketing communications can be obvious and concrete, like a product advertisement, or they can be ambiguous, like the message implied by a job posting in a newspaper ad. HRM has been actively pushing the employment product without even realizing it. From a marketing standpoint, jobs have been seen as products. Similar to this, the human resources department looks at employees' needs, motivations, and behavior in an effort to provide fulfilling work that will attract people who meet the requirements for the open position, stay with the business, and support its goals.

Marketing-oriented recruitment advertising is influenced by a variety of elements, according to a brief examination of the little literature. These include the way the actual advertisement looks and the way the business handles replies to the advertisement.

The authors used a list of characteristics of marketing-oriented recruitment advertisements as a guide for their exploratory analysis of the recruiting section of a well-known Sunday newspaper in the United Kingdom. The advertisements were published in newspapers under

several headings, such as Senior Public, Senior Education, Charities, and IT&T. This study presents the results of an initial, exploratory investigation of recruitment ads that appeared in a single Sunday newspaper in the United Kingdom on a specified date, January 25, 1998. The study was built on the backs of 67 different job postings.

This research compiles the indicators of the marketing orientation of recruitment advertising. However, these indicators can only provide a broad picture of the current state of recruitment advertising and a starting point for further research. This study suggests that collaboration between the marketing team and the human resources department is necessary for firms to produce effective recruitment advertising that benefits from the strategies and instruments used in good consumer or commercial advertising.

Researcher Keller (Robert T.) 2001 analyzed 93 research and new product development groups from four organizations and developed a model of cross-functional project groups in the study that follows. Due to competitive pressures, cross-functional project groups have emerged as the preferred method for high-technology companies to develop new products and procedures. Cross-functional teams have the benefits of increased member satisfaction, better budget and schedule performance, and higher product quality.

93 applied research and new product development teams from four companies in the energy, chemicals, aerospace, and electronics industries made up the sample for this study. The outcome variables of technical quality, schedule performance, budget performance, and group cohesiveness were evaluated one year after the control variables of functional diversity, job stress, external communication, internal communication, group tenure, company tenure, and group size.

The results showed that cross-functional teams in research and new product development could result in higher technical quality, quicker schedule performance, and better budget performance, but they did so mostly as a result of indirect effects from external communication. If they incorporate a diversity of roles and people to enhance external communication, cross-functional teams can succeed.

The study's flaws include the use of a time lag that may not have been acceptable and the measuring of internal communication using a single-item measure of dependability given that not all of the outcome variables may have had the same optimal timeframe. Future research should focus on determining other contributing factors and the appropriate functional background combination for a particular activity or set of outcomes.

In his 2005 study, Yoram (Jerry) Wind looked into how mental models, such as those that are inherent in particular disciplines, shape and constrain insight and behavior. He noted that these models are more likely to be out of sync with the environment in a world that is changing quickly. Marketing cannot be left to the marketers alone in order to accomplish this goal of stimulating growth. Integrating marketing perspectives throughout the entire organization is urgently needed. Making strategic decisions requires having a marketing perspective, but it also helps with the creation and application of ideas and technologies like complete quality and data mining. Companies can create offerings that provide value for customers by seeing beyond the limited perspective of a product-focused perspective, and

they can then capture that value through different pricing strategies. This necessitates a fundamental change in how we perceive the problem. Most marketing departments wouldn't come up with this answer on their own, if left to their own devices. It necessitates cross-functional integration of the firm's operations, finance, marketing, research and development, and other departments. Businesses must sharpen the market focus of their strategy choices across all functional areas. While IT and marketing are frequently considered as separate disciplines in firms, those that effectively integrate these two activities can create effective models for generating value and promoting expansion. The business must be redefined in order to implement the convergence marketing strategy, including IT, operations, finance, and other business areas.

The consequences for managers are to develop a wider perspective of business difficulties to address the limitations of the conventional strong disciplinary emphasis. New publications, initiatives, and research facilities are required that concentrate on cross-functional integration. Academic institutions' organisational designs might need to change in order to accomplish cross-functional integration effectively. This could entail altering the culture to place a stronger emphasis on interdisciplinary work, promoting joint appointments between departments, funding interdisciplinary research, or creating school or university professorships for those who contribute across functional lines.

In conclusion, there are numerous methods to strike a balance between the capacity for effective cross-disciplinary operation and the depth of a given field. A disciplinary framework may be upheld by organizations to link procedures. While forming more of a matrix structure that includes researchers from many backgrounds in tackling common problems or decision areas may be the optimum strategy, such structural changes take time and work to put into place.

Floortje Blindenbach-Driessen and colleagues (2014) looked at how organisational context impacted the link between cross-functional teams and performance in the article that followed. Teams with members from several functions are seen as essential to innovation attempts. Disagreement caused by functional diversity might impair a team's success. The majority of the literature that is now available focuses on resolving and preventing these conflicts, yet conflict cannot account for why it is revealed that some teams' contributions to performance are insufficient in particular types of organizations.

This study stands out in a variety of ways. It starts out by focusing on the organizational context that cross-functional teams operate in. The propensity in the innovation literature to investigate manufacturing firms led to the focus of this research being on manufacturing and service firms in the construction, IT, engineering, and allied sectors.

Thirdly, it contains a substantial sample of innovation teams from 95 organizations.

A variety of business forms, including project-based and more functionally organized companies with integrated and segregated innovation activities in the engineering, information technology, and construction sectors, are represented in the sample used in this study. 1200 companies with more than 50 employees were selected from the Reach database to represent these industries.

The results of this study showed a strong and positive association between performance and the innovation team's cross-functionality. Senior management support and the project manager's expertise have a big impact on how well innovation effort's function. This study is one of the first multilevel studies to examine teams in their organizational context in order to assess the effectiveness of cross-functional innovation teams. Given their high operating costs and the scarcity of results with a good return on investment, the utility of cross-functional innovation teams may be questioned. In conclusion, all breakthroughs require cross-functional expertise. Nevertheless, access to such extensive knowledge is made possible because of the success of cross-functional innovation teams.

The following paper we examine was written by researchers Anwar Hossain and Nahid Aktar in 2019. They looked into the practice of job postings in newspapers in Bangladesh. The purpose of this study was to comprehend how some businesses felt about the appeal of their advertisements.

To fill a vacant or newly formed post, recruitment is required. An employer can choose from a variety of recruitment options if they choose to hire from outside the company. Advertisements for open positions are used by businesses as a powerful marketing communication technique. Newspapers continue to be the most dependable and economical media for recruitment advertising despite the availability of various diverse platforms.

For both larger businesses and the general public, they are available and reasonably priced. Organizations use recruiting advertisements to impress potential candidates by highlighting their market share and size, which are indicators of their potential.

The Daily Prothom Alo, Daily Ittefaq, and the Daily Star are the three Bangladeshi Bangla and English daily newspapers that were supplemented for two months and used in this study to evaluate the significance of specific characteristics that determined the soundness of recruitment advertisements (English). 128 insertions of advertising from the manufacturing and service sectors were used for the analysis. The investigation discovered that none of the commercials mentioned the companies' turnover. This indicates that the businesses were hesitant to share these specifics, likely to protect trade secrets. Advertising colour is significant since the visual impact on readers' brains is good.

The findings demonstrated that creativity and change are fostered by a competent and diverse set of people in the top multinational pharmaceutical firm in the nation. A carefully considered recruitment ad's statement will directly affect the company's stakeholders, business partners, and employees in addition to future prospects. For job seekers to respond to any communication intended to entice talent, the career path must be attractive. The effectiveness of job advertisements also contributes to strengthening the company's reputation among potential employees.

Marketing professionals and human resource directors should collaborate to decide on the best communication channel. This study suggests that HR is a crucial component in enhancing any organization's corporate image. To provide significant value to the brand and inspire and entice top personnel to the company, HR and marketing must execute creative PR initiatives.

Future studies should look into diverse recruitment sources, including online and offline recruitment brochures. For employee support, career possibilities, culture, climate, or work-family balance, extensive study is required. Future studies ought to examine industry-specific content analysis as well. Additionally, it should consider how the highlighted factors affect how potential applicants view the company image and the appeal of these ads.

8.4 Discussion: Marketing and Human Resource Management Perspective:

The success of the company as a whole, according to services marketing and RM, is based on how well the marketing strategy is put into practice by the people in charge of providing services and/or interacting with customers. This is because the organization's success depends on the marketing strategy's successful implementation. "People" make up one-third of the "services marketing mix," which was added to the "4Ps" framework in an effort to address some of its flaws. The actual skills and abilities of these employees are given little consideration in the marketing materials (Ballantyne, 1997; Judd, 1987). It's crucial to note that transactional marketing places little emphasis on the role that frontline staff may play in creating, nurturing, and maintaining connections [or in providing exceptional customer service] over a prolonged period of time. When a customer is evaluating a company's capacity to provide satisfactory service to them, the importance of the individuals with whom they interact cannot be overstated. The employees of the company are the ones the client either trusts or does not trust; employees of the company either offer exceptional customer service and carry out their tasks correctly, or they do not. The only ones who actually learn about the customers and through whom the customers learn about the firm are the people, not the impersonal concept, entity, or branding of the business. The consumer learns about the business via these individuals, from whom they expect (and occasionally give) their loyalty, trust, and dedication (Giannakis and Harker, 2014). Many customers think that the company is made up of its personnel (Gummesson, 1991).

To summaries, effective management of personnel is necessary for successful marketing. Human resource development is defined as "supporting and allowing the learning of individuals, groups, and organizations," a notion that is still being explored in the academic community (McGoldrick et al., 2002, p. 396; Bates et al., 2001). According to American experts, the main goal of human resource development (HRD) is to improve learning, human potential, and high performance in systems related to the workplace. Some scholars contend that human resource development cannot be adequately described or restrained within preset parameters. The scenario was "impossible to place into a box," according to Blake (1995, p. 22), McGoldrick et al. (2002), Lee (2001), and Lee (2001).

8.5 Conclusion, Recommendations, And Future Research Areas:

Over the past few decades, there have been notable paradigm shifts in the domains of marketing and human resource management. One of the pioneering ones was the introduction of internal marketing. If cross-functional teams have the ideal mix of roles and participants, they can enhance external communication and be effective. Cross-functional innovation teams' benefits and limitations are viewed from a unique perspective. Cross-functionality aids in the successful execution of innovation initiatives in more functionally structured businesses with a dedicated innovation unit. According to this study, improving

any organization's corporate image requires a strong focus on marketing and human resource management. Thanks to technology and a personnel branding strategy, the two departments are now better interconnected. The connection between marketing and HRM serves as an example of how crucial it is to coordinate functional strategies in order to successfully implement the overall company plan. This study concludes by arguing that close collaboration between the marketing team and human resources is necessary for companies to run effective consumer advertising and hiring initiatives.

Therefore, to summaries, it appears certain that one of the important ways to achieve this would be through strengthening the management of people within the firm if a company wants to create and maintain strong relationships with its consumers. This is because it is evident that one of the most important ways to improve the management of people within the firm is to improve people management. It would be essential to do an equally comprehensive re-examination of the effect and interactions that marketing has with other corporate operations if the notion of what makes good marketing were to fully change. To ensure that its assumptions, practices, and goals are complementary, if not synergistic, with those of marketing and other management disciplines, the human resources (HR) community must take into account the impacts of its own theoretical and practical developments.

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