

## **12. Integrating Digital Marketing Strategies into HRM for Organizational Change**

**Rihana R.**

Research scholar, Department of Commerce.

**Dr. S. Meena**

Professor, Department of Commerce.

### ***Abstract:***

*The pivotal factor influencing the enduring functionality and efficacy of any business is its human resources. This article delves into diverse perspectives on human resources management as articulated by various authors, emphasizing that HR is not confined solely to the realm of management but extends across areas such as planning, recruitment, selection, evaluation, motivation, training, compensation, and, inevitably, the release of personnel. In the context of a globalized market, where competition is intensified, effective human resources management becomes a determining factor for a company's positioning among the triumphant contenders. The primary objective of this article is to evaluate how companies navigate the challenges posed by human resources in the contemporary economy. Drawing on a conducted survey that aimed to discern the prevailing state of human resources management in various organizations, this study will analyse and assess the existing status of human resources. Information used in the article is secondary data. To understand the level of usage and satisfaction towards employee in inter-linking the marketing and human resource management in gender equality and its one of the components of sustainable development goals. To process the advanced recruitment method in marketing field which can also be instigated with human resource management.*

### ***Keywords:***

*Human Resources, Recruitment of Employees, Personnel Marketing, Job analysis.*

### **12.1 Introduction:**

Dale Yoder succinctly defines human resource or manpower management as the process of planning and directing the application, development, and utilization of

---

HR in employment. The achievement of company goals is intricately tied to having a workforce equipped with the necessary knowledge, skills, and essential qualities. To meet this imperative, companies meticulously plan their workforce structure and numbers, and the subsequent recruitment of employees becomes a strategic undertaking. The pivotal moment arises in the strategic placement of individuals within specific roles, a critical step for realizing company objectives and maintaining competitiveness.

Recognizing human resources as the company's most asset underscores the importance of thoughtful decisions in their selection. This is where personnel marketing plays a central role, initiating a process geared towards identifying and attracting high-quality human potential in the labour market. Personnel marketing is instrumental in securing individuals who not only meet skill requirements but also align with the company's values, contributing significantly to its overall success. The concept of employee recruitment encompasses a spectrum of purposeful activities, including creation, development, and leverage of human potential, all aligned with the organization's strategic objectives and cultural values and also the gender equality through sustainable development goals.

## **12.2 Review of Literature:**

In their seminal work, Collins and Payne (1991) delve into the intricate dynamics of the relationship between Human Resource Management (HRM) and marketing through the lens of internal marketing. The central tenet of their perspective revolves around the notion that marketers aim to harmonize all facets within their organizations to meet the demands of external customers effectively. The authors assert that while internal marketing encompasses all functions within a firm, its focal point lies in the strategic management of human resources.

They articulate this HRM-marketing relationship by conceptualizing managers and employees as in-house customers. From this viewpoint, the tasks and activities executed by the HRM function are perceived as in-house products or services. Collins and Payne further emphasize the importance of offering internal products or services that not only cater to the needs and desires of managers and employees but also align with the overarching objectives of the organization. This approach underscores the critical role played by internal marketing in fostering cohesion among diverse functions within a company, thereby contributing to the overarching goal of satisfying external customers.

Ballantyne (2000) in taking considering the concept of internal marketing within the context of industry, identified organizational learning and change management as potential benefits of integrating HRM thinking into marketing domain.

Slater and Olson (2001) conducted a notable study demonstrating a crucial correlation between overall firm performance and the strategic alignment of business and marketing strategies. Their research revealed that when specific combinations of business strategies and marketing strategies were effectively matched, referred to as "Fit," overall firm performance outperformed other scenarios.

The identified matches included Prospectors paired with Aggressive Marketers, Analyzers with Mass Marketers, Low-Cost Defenders with Marketing Minimizers, and Differentiated Defenders with Value Marketers. These ideal pairings highlighted the significance of strategic harmony in achieving superior performance outcomes. However, the researchers also observed instances of mismatch, labeled as "Misfit," where firms deviated from the optimal pairings. For example, Prospector firms occasionally opted for mismatched marketing strategies such as Mass Marketers, Marketing Minimizers, or Value Marketers. This recognition of both ideal pairings and misalignments underscored the complexity of strategic decision-making and its impact on overall firm success.

Barney (1991) stands out for providing a rigorous definition of competitive advantage, asserting that it materializes "when a firm is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors" (p. 102). In essence, he posits that a competitive advantage is born when a firm adopts a unique and valuable strategy that sets it apart from its rivals. This uniqueness is contingent upon the resource being both valuable and rare. However, Barney emphasizes that mere rarity and value do not guarantee sustainable advantage, as competitors might easily replicate such resources. To qualify as sustainable, a competitive advantage must possess the additional qualities of being difficult to imitate and non-substitutable. Barney broadens the scope of "firm resources" to encompass a diverse array of assets, capabilities, organizational processes, attributes, information, and knowledge controlled by a firm. These resources collectively empower a firm to conceptualize and implement strategies, underscoring the multifaceted nature of elements that contribute to a sustained competitive edge. Devanna et al. (1984) highlighted the growing acknowledgment of human resource management (HRM) as a pivotal force in steering organizational effectiveness. Their observation underscores the evolving recognition of the integral

role played by HRM practices in contributing to the overall success and efficiency of organizations. As organizations increasingly recognize the strategic value embedded in effective human resource management, the discipline emerges as a vital driver of organizational success, impacting various facets of performance and effectiveness. Devanna and colleagues' insight from 1984 continues to resonate, reflecting the ongoing evolution of HRM from a traditional administrative function to a strategic partner in achieving organizational objectives.

### **12.3 Theoretical Background:**

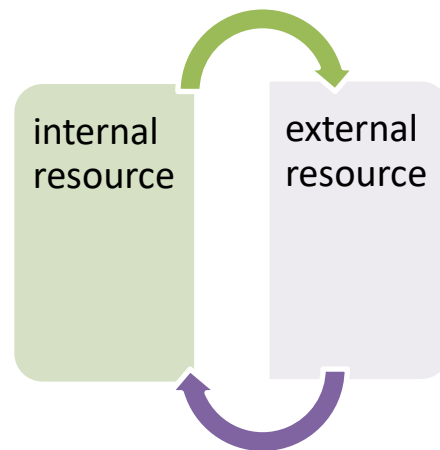
This article discusses the theoretical background of recruitment of human resources and personnel marketing.

**Recruitment of the Employees:** Recruitment serves as a targeted process directed at engaging potential candidates within the labor market, aiming to secure high-quality employees efficiently and at a minimal cost. In this endeavor, management carefully evaluates candidates, emphasizing the personality traits that align most closely with the criteria of the specific work position, taking into consideration both external market dynamics and internal organizational needs (Stefanikova & Masarova, 2013). The employee selection process commences with a written request and concludes with the pivotal decision of acceptance, ensuring that the chosen candidate not only possesses the requisite skills but also resonates with the company's values and fits seamlessly into the external and internal work environment. The process of recruitment comprises the following steps:

- a) Job analysis.
- b) The description and specification.
- c) Determining the appropriate characteristics of the person.
- d) Identifying the sources of candidates.
- e) The choice of appropriate methods of recruitment.
- f) The choice of documents and information from candidate.
- g) Formulation and publication of job offer.
- h) Gathering and assessment of the documents from candidates.

In the recruitment process, companies prioritize their strategic interests and objectives, actively seeking enthusiastic and motivated employees whose individual interests and expectations align closely with those of the company. The critical criterion for selection, as noted by Rebetak and Farkasova (2015), is the assessment of work potential.

Depending on the nature of the job, a company can explore recruitment both within its existing workforce and externally in the broader labour market. This strategic approach reflects the company's commitment to not only identifying candidates with the requisite skills but also those who demonstrate a strong alignment with the company's mission and values. By emphasizing work potential, the company aims to secure individuals who not only meet the immediate needs of the position but also possess the capacity for growth and adaptation to evolving organizational requirements. This dual focus on strategic alignment and work potential contributes to the long-term success and cohesion of the workforce within the company.



i) Internal resource – current employee

ii) external resource – available workforce on the labour market, graduates and employees of other companies

Addressing internal employees for recruitment presents several advantages for a company. This approach is notably more cost-effective, as it eliminates the expenses associated with external recruiting. Furthermore, when considering internal candidates, the company already possesses detailed information about their capabilities, performance, and potential, leading to a more informed decision-making process. Internal employees, being familiar with the organization's structure and culture, are likely to integrate more seamlessly into new roles. This familiarity not only enhances their morale and motivation but also contributes to a more efficient onboarding process. Moreover, choosing internal candidates represents a better return on investment for the organization, as it builds upon the investments already made in the development and training of existing employees.

This internal approach to recruitment not only streamlines processes but also fosters a sense of loyalty and commitment among the workforce. A company has a multitude of methods at its disposal to inform potential applicants about the existence of job vacancies. Some of the commonly used methods include:

1. Advertising: Placing job advertisements in newspapers, magazines, or online platforms to reach a broad audience.
2. Websites: Posting job openings on the company's official website or dedicated job portals
3. 3.Labour Office Collaborating with local labor offices to reach a wider pool of candidates.
4. Job Catalogue: Inclusion of job listings in specialized job catalogues or directories.
5. Personal Agencies: Utilizing the services of recruitment agencies to connect with suitable candidates.

Personnel marketing encompasses a series of HR activities strategically designed to outline the workforce's characteristics, pinpoint target segments for marketing efforts, devise effective strategies and communication tools, and support selected initiatives to foster enduring trust among employees. Borrowing from Kotler and Armstrong's (2004) marketing mix concept, which encapsulates all efforts a company undertakes to stimulate interest in its products, the framework is adapted for personnel marketing. In this context, the 4Ps are retained but with tailored modifications in the content of each tool while preserving the original four categories. This adaptation ensures that the principles of product, price, place, and promotion align with the unique dynamics and objectives of personnel marketing, thereby optimizing the impact of these activities on attracting, retaining, and engaging a high-quality workforce.

**Product - job.** Company places new or existing jobs. It is important to describe job and to specify requirements for potential employees.

**Price - motivation and salary for job offer.**

**Place - corporate culture.** This is an arrangement of company, behaviour of employees, communication in company, relationships in the workplace, education, development of talent and company priorities. (Chlebikova, Misankova & Kramarova, 2015).

Promotion - presenting job on the labour market. Job offer has to be specific, clear and understandable.

There are, besides basic tools, other personnel marketing:

- a) reengineering,
- b) rightsizing,
- c) redesign,

#### **12.4 Objective of The Study:**

- 1) To evaluate the internal human resource utilization percentage for employee recruitment.
- 2) To assess the external human resource utilization percentage for employee recruitment.
- 3) To investigate methods employed for recruitment specialist and technical workers.
- 4) To examine methods employed for recruiting general workers through gender equality.

#### **12.5 Methodology:**

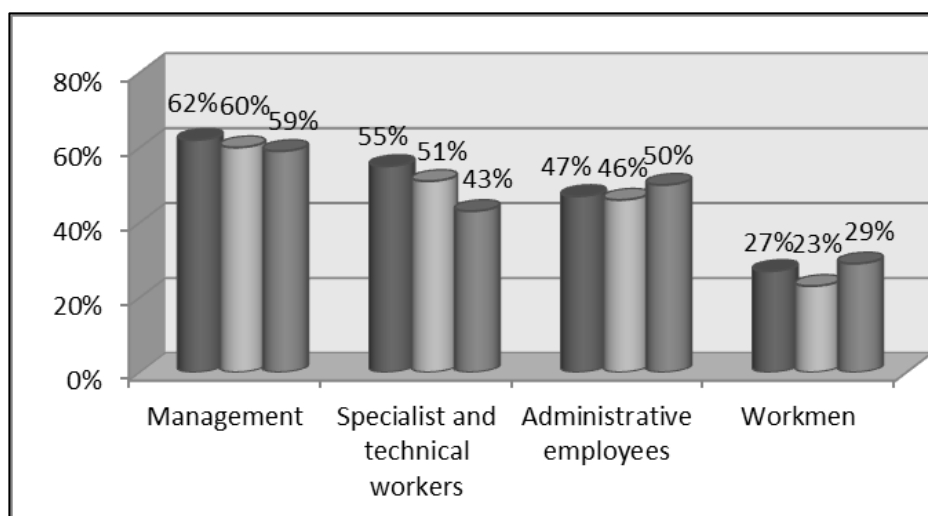
The information used in the paper is secondary data: These methods included the analysis of the collected survey information, a comparison of different approaches to employee recruitment, the deduction of findings to support conclusions, and the generalization of recommendations for Slovak companies.

#### **12.6 Result and Discussion of The Study:**

The findings from a questionnaire survey on employee recruitment practices in Slovak companies, depicted in figures 1 and 2, indicate a clear inclination towards utilizing internal resources for hiring management, specialists, and technical workers, while external resources are more commonly employed for hiring workers.

Administrative roles, however, exhibit a balanced use of both internal and external resources. This trend can be attributed to the motivation of employees aspiring to advance within the company, particularly in management and specialist positions. The cost-effectiveness of recruiting internally further suggests that companies should prioritize the use of internal resources across all employee categories.

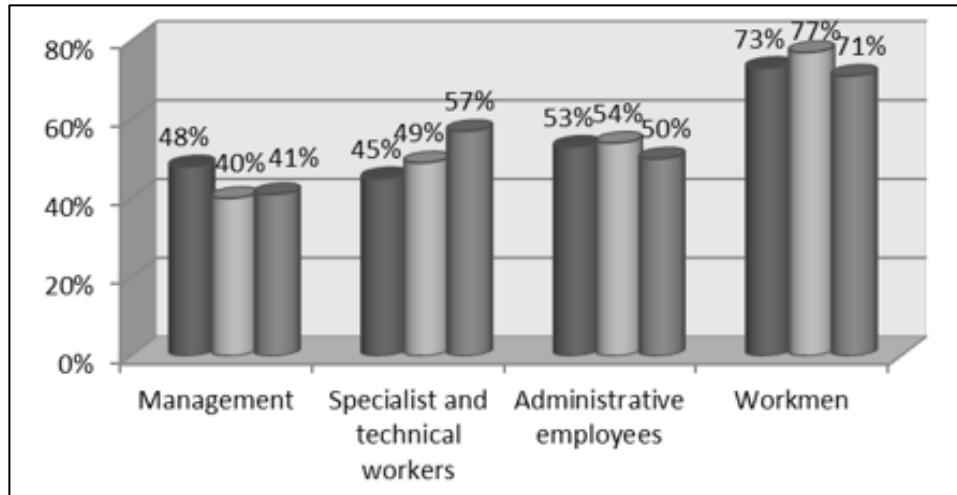
Achieving this goal may involve leveraging personnel marketing tools, such as salary incentives, opportunities for career growth, and positive employer branding that emphasizes favourable working conditions. The proposal to implement a cafeteria system, allowing employees to choose benefits within a specified financial limit, is also suggested as a means to enhance overall employee satisfaction. These tools collectively aim to boost employee motivation, creating a robust foundation for the company and serving as an enticing showcase to the external world.



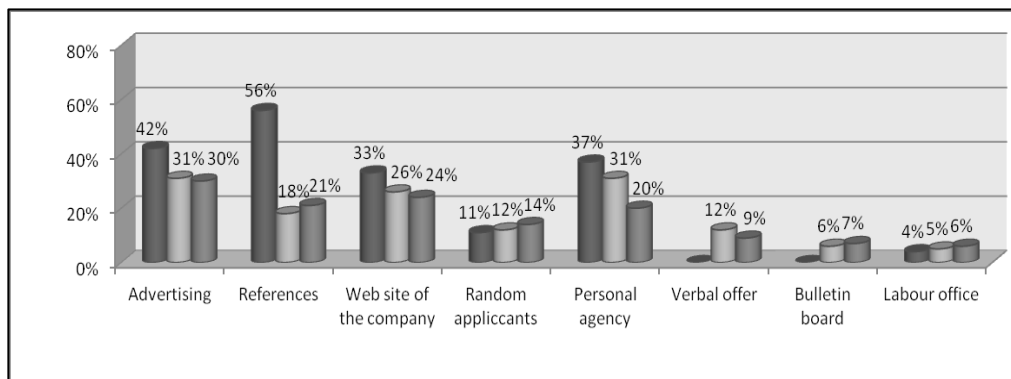
**Figure 12.1: Percentage of the use of internal human resource for recruitment of employees according to category of employees.**

The results obtained from the questionnaire survey regarding the methods employed for recruiting employees are depicted in Figures 3, 4, 5, and 6. These figures reveal that Slovak companies exhibit a preference for specific recruitment methods across various categories of employees. Notably, advertising, references, random applicants, and the company's website emerge as the most favored methods. It is evident that these techniques are commonly employed for recruiting external human resources. However, there exists an opportunity for companies to leverage personnel marketing tools to enhance their internal human resources processes. For instance, implementing specific and transparent job offers, fostering internal communication through bulletin boards and intranet support, recruiting employees who are aware of available positions, and implementing strategies such as employee redesign, rotation, workload distribution, work enrichment, and team collaboration can be instrumental in mitigating monotony and optimizing the recruitment of suitable candidates from within the organization.

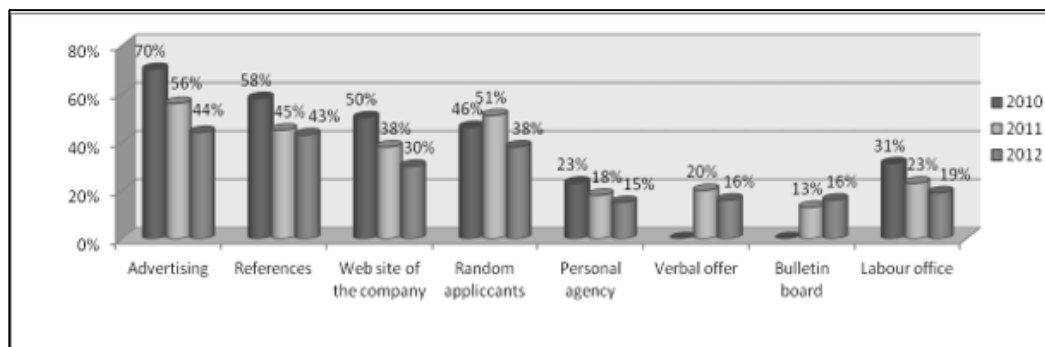




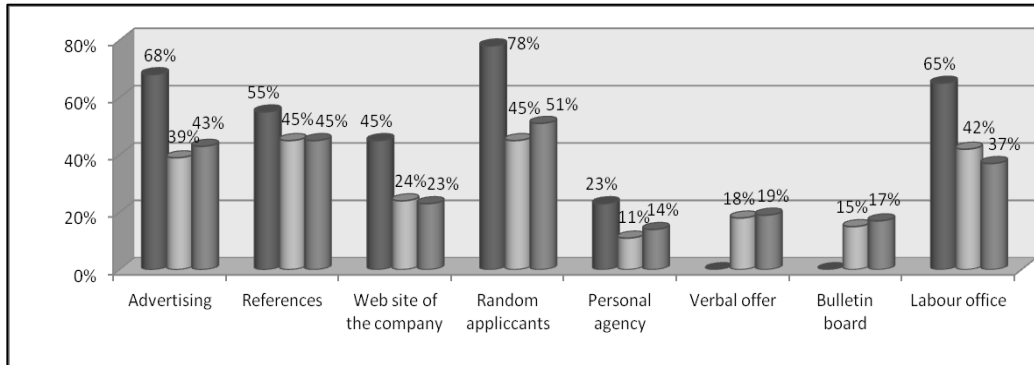
**Figure 12.2: Percentage of the use of external human resources for recruitment of employees according to category of employees**



**Figure 12.3: Used methods for recruiting of management**



**Figure 12.4: Used methods for recruiting of administrative employees**



**Figure 12.5: Used methods for recruiting of workers**

### **12.7 Conclusion:**

The pivotal factor influencing the enduring functionality and efficacy of any business is its human resources. This article delves into diverse perspectives on human resources management as articulated by various authors, emphasizing that HR is not confined solely to the realm of management but extends across areas such as planning, recruitment, selection, evaluation, motivation, training, compensation, and, inevitably, the release of personnel. In the context of a globalized market, where competition is intensified, effective human resources management becomes a determining factor for a company's positioning among the triumphant contenders. The primary objective of this article is to evaluate how companies navigate the challenges posed by human resources in the contemporary economy. Drawing on a conducted survey that aimed to discern the prevailing state of human resources management in various organizations, this study will analyse and assess the existing status of human resources. Information used in the article is secondary data. To understand the level of usage and satisfaction towards employee in inter-linking the marketing and human resource management in gender equality and its one of the components of sustainable development goals. To process the advanced recruitment method in marketing field which can also be instigated with human resource management.

### **12.8 Suggestion:**

- 1) Respondent should avoid taking in dept personal details.
- 2) Regular feedback from the employee regarding the marketing process and human resource management.

- 3) To understand the level of usage and satisfaction towards employee in inter-linking the marketing and human resource management.
- 4) Recruitment methods / process should be upgraded according to technology which implements both the marketing and human resource management.
- 5) Employee's queries are to be taken into account and the authority must take immediate action to restore the employee's suggestion.

### **12.9 Further Study:**

- 1) To implement technical workers background under human resource management.
- 2) To process the advanced recruitment method in marketing field which can also be instigated with human resource management.
- 3) To analyse the external use of resource that marketing has adopting.

### **12.10 References:**

1. Collins, B., & Payne, A. (1991). Internal Marketing: A New Perspective for HRM, *European Management Journal*, 9(3), 261-270.
2. Ballantyne, D. (2000). Internal Relationship Marketing: A Strategy for Knowledge Renewal, *International Journal of Bank Marketing*, 18(6), 274-286.
3. Slater, S. F., & Olson, E. M. (2001). Marketing's Contribution to the Implementation of Business Strategy: An Empirical Analysis, *Strategic Management Journal*, October, 22(11), 1055-1067.
4. Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage, *Journal of Management*, March, 17(1), 99-120.