

Strategic Human Resources Practices and Their Impact on Marketing Effectiveness in Electronic Sector

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Abstract: The present study examines strategic human resource practices and their impact on marketing effectiveness in the electronic sector. In today's competitive business environment, electronic sector organizations require skilled, trained, motivated, and customer-oriented employees to achieve better market performance. Strategic human resource practices such as training effectiveness, employee development, performance improvement, and customer-oriented behaviour play an important role in strengthening marketing outcomes. The study focuses on understanding how training effectiveness and market effectiveness contribute to employee customer orientation and how these factors support organizational growth in the electronic sector. The study is based on primary data collected from 180 respondents from the electronic sector. Statistical tools such as percentage analysis, correlation analysis, regression analysis, ANOVA, coefficient analysis, and SEM/path coefficient analysis were used for data analysis. The findings show that training effectiveness, market effectiveness, and employee customer orientation are positively and significantly related. The regression model indicates that market effectiveness and training effectiveness together explain a meaningful variation in employee customer orientation. The study concludes that effective training and strong market practices help employees become more customer-focused, which improves customer satisfaction, sales performance, brand image, and overall marketing effectiveness.

Keywords: Strategic Human Resource Practices; Training Effectiveness; Market Effectiveness; Employee Customer Orientation.

1. Introduction

Strategic Human Resource Management has become an important area of study because human resources are no longer viewed only as an administrative function but as a strategic partner in achieving business objectives. In the electronic sector, where technology, innovation, customer expectations, product quality, and after-sales service change rapidly, the role of employees becomes highly significant. Companies in this sector require skilled, motivated, trained, and customer-oriented employees to compete effectively in the market. Therefore, strategic human resource practices such as recruitment, training, performance appraisal, compensation, employee engagement, talent development, and leadership support can directly influence overall organizational performance.

The electronic sector is highly competitive due to rapid technological advancement, shorter product life cycles, price competition, and changing consumer preferences. Marketing effectiveness in this sector depends not only on advertising, branding, pricing, and distribution but also on the ability of employees to understand customer needs, communicate product value, provide service support, and build long-term customer relationships. A well-designed HR strategy helps organizations develop employees who are innovative, market-aware, and capable of supporting

marketing goals. Thus, strategic HR practices can improve coordination between departments, especially between human resources, sales, service, and marketing teams.

Strategic HR practices contribute to marketing effectiveness by developing employee skills, improving job satisfaction, strengthening motivation, and encouraging customer-focused behaviour. For example, proper recruitment ensures that employees with technical knowledge and communication skills are selected for sales and marketing roles. Training and development help employees understand product features, customer handling, digital marketing tools, and market trends. Similarly, performance appraisal and reward systems encourage employees to achieve marketing targets, improve customer service, and contribute to brand reputation. In this way, HR practices act as a foundation for effective marketing performance.

In the electronic sector, marketing effectiveness can be measured through customer satisfaction, brand awareness, sales growth, customer retention, market share, product promotion success, and dealer or distributor relationship management. These outcomes are strongly influenced by the quality of human resources available in the organization. Employees who are well-trained and motivated are more likely to explain technical products clearly, handle customer complaints effectively, support promotional campaigns, and maintain positive relationships with retailers and consumers. Hence, strategic HR practices indirectly and directly support marketing effectiveness by improving employee performance and customer orientation.

The present study on strategic human resource practices and their impact on marketing effectiveness in the electronic sector is important because it connects two major organizational functions: HR and marketing. While marketing focuses on attracting and satisfying customers, HR focuses on developing the people who deliver value to those customers. In a technology-driven and customer-sensitive sector like electronics, the alignment between HR strategy and marketing strategy becomes essential for competitive advantage. Therefore, this study helps to understand how effective HR practices can improve marketing outcomes and strengthen the overall performance of electronic sector organizations.

2. Review of Literature

1. **Barney (1991)**, In the research titled “Firm resources and sustained competitive advantage” This study concludes that firms can achieve sustainable competitive advantage when they possess valuable, rare, inimitable, and non-substitutable resources. In the context of strategic human resource practices, this means that skilled employees, strong organizational culture, employee knowledge, and internal capabilities can become important sources of long-term advantage. For the electronic sector, the study is useful because human resources with technical skills, innovation ability, and customer-handling capacity can improve marketing effectiveness and help the organization compete successfully.
2. **Becker & Gerhart (1996)**, In the research titled “The impact of human resource management on organizational performance: Progress and prospects.” This article concludes that human resource management has a strong influence on organizational performance when HR practices are aligned with business strategy. The authors highlight that HR systems can improve productivity, employee commitment, and overall business outcomes. For the present study, this bibliography is useful because it supports the idea that strategic HR practices such as training, performance appraisal, compensation, and employee development can improve marketing effectiveness by strengthening employee performance and customer-focused behaviour.
3. **Delery & Doty (1996)**, In the research titled “Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions” This study concludes that strategic human resource management can be understood through universalistic, contingency, and configurational approaches. It explains that some HR practices may improve performance in all organizations, while others are more effective when matched with specific business strategies. In the electronic sector, this conclusion is important because HR practices should be designed according to market competition, customer needs, product innovation, and marketing objectives to achieve better marketing performance.
4. **Grönroos (1994)**, In the research titled “From marketing mix to relationship marketing: Towards a paradigm shift in marketing” This paper concludes that marketing should move beyond the traditional marketing mix approach and focus more on relationship marketing. The study emphasizes the importance of long-term customer relationships, service quality, trust, and customer satisfaction. For the electronic sector, this is highly relevant because marketing effectiveness depends not only on selling products but also on after-sales service, customer support, and relationship management, all of which require trained and motivated employees.

5. **Homburg et.al (2000)**, In the research titled “Fundamental changes in marketing organization: The movement toward a customer-focused organizational structure” This study concludes that customer-focused organizational structures improve marketing performance by encouraging better coordination between departments and stronger attention to customer needs. It highlights that marketing effectiveness increases when organizations align their internal structure with customer orientation. In relation to strategic HR practices, the study shows that employees must be trained, empowered, and organized in a way that supports customer satisfaction, market responsiveness, and effective marketing decisions.
6. **Huselid (1995)**, In the research titled “The impact of human resource management practices on turnover, productivity, and corporate financial performance” This study concludes that high-performance work practices have a positive impact on employee turnover, productivity, and corporate financial performance. It shows that effective HR practices such as selective hiring, training, incentive compensation, and employee participation can improve organizational outcomes. For the electronic sector, this conclusion supports the view that strategic HR practices can improve marketing effectiveness by creating skilled, motivated, and productive employees who contribute to sales growth, customer satisfaction, and brand performance.
7. **Jaworski & Kohli (1993)**, In the research titled “Market orientation: Antecedents and consequences” This study concludes that market orientation leads to better business performance when organizations collect market information, share it across departments, and respond effectively to customer needs. It also highlights the importance of top management support, interdepartmental coordination, and employee involvement. For the present study, this bibliography is useful because it connects HR practices with marketing effectiveness, showing that trained and coordinated employees play an important role in understanding customers and improving market performance.

Research Gap

The reviewed studies mainly focus on strategic human resource management, resource-based competitive advantage, organizational performance, relationship marketing, customer-focused structure, and market orientation. However, most of these studies discuss HR practices and marketing performance separately or in a general organizational context. Limited research is available on how strategic HR practices such as recruitment, training, performance appraisal, compensation, employee engagement, and talent development directly influence marketing effectiveness in the electronic sector. The electronic sector requires technically skilled, customer-oriented, and innovative employees because marketing success depends on product knowledge, customer service, brand communication, after-sales support, and market responsiveness. Therefore, there is a research gap in understanding the specific relationship between strategic human resource practices and marketing effectiveness in electronic sector organizations, especially in terms of how HR practices improve customer satisfaction, sales performance, brand image, and competitive advantage.

Research Methodology

Objectives of the Study

The main objective of the study is to examine the role of strategic human resource practices in improving marketing effectiveness in the electronic sector. The specific objectives are:

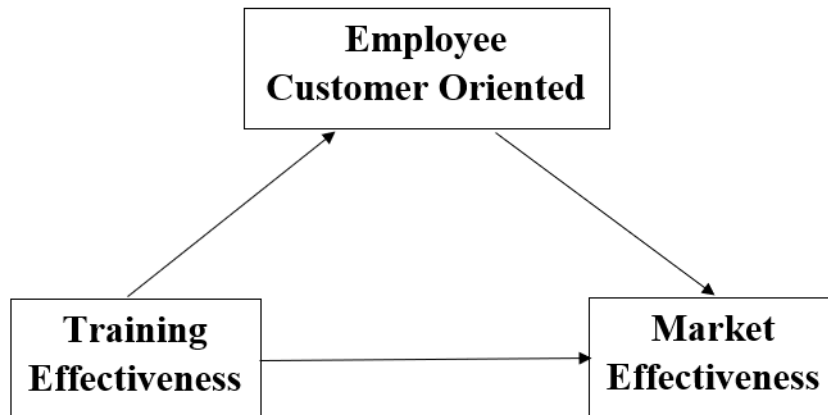
1. To study the relationship between training effectiveness, employee customer orientation, and market effectiveness in the electronic sector.
2. To examine the impact of training effectiveness and market effectiveness on employee customer orientation through regression analysis.

Hypotheses of the Study

Null Hypothesis H01: There is no significant relationship between training effectiveness, employee customer orientation, and market effectiveness in the electronic sector.

Alternative Hypothesis H11: There is a significant relationship between training effectiveness, employee customer orientation, and market effectiveness in the electronic sector.

Conceptual Framework



The diagram explains the relationship between Training Effectiveness, Employee Customer Orientation, and Market Effectiveness. It shows that effective training directly improves market effectiveness by increasing employees' skills, product knowledge, communication ability, and performance in customer handling. At the same time, training effectiveness also develops employee customer orientation, meaning employees become more focused on understanding customer needs, solving customer problems, and providing better service. This customer-oriented behaviour further contributes to market effectiveness by improving customer satisfaction, brand image, sales performance, and customer loyalty. Therefore, the diagram suggests that training effectiveness influences market effectiveness both directly and indirectly through employee customer orientation.

Data Collection

The study is based on primary data collected from respondents associated with the electronic sector. A structured questionnaire was used for data collection. The questionnaire included demographic questions related to gender, age, and qualification, along with statements related to training effectiveness, market effectiveness, and employee customer orientation. Secondary data were collected from books, journals, research papers, articles, and online academic sources related to strategic human resource management and marketing effectiveness.

Sample Size

The sample size of the study is 180 respondents. These respondents were selected from the electronic sector for understanding their views on training effectiveness, market effectiveness, and employee customer-oriented behaviour.

Variables of the Study

The study includes three important variables. Training Effectiveness and Market Effectiveness are considered independent variables, while Employee Customer Orientation is considered the dependent variable in the regression and SEM model. Training effectiveness includes employee training, skill development, product knowledge, and service ability. Market effectiveness includes customer satisfaction, brand performance, sales support, and market responsiveness. Employee customer orientation includes employees' ability to understand customer needs, solve customer problems, and provide better service.

Tools Used for Data Analysis

The collected data were analysed using statistical tools. Percentage analysis was used to study the demographic profile of respondents. Correlation analysis was used to examine the relationship between training effectiveness, market effectiveness, and employee customer orientation. Regression analysis was used to study the impact of training effectiveness and market effectiveness on employee customer orientation. ANOVA was used to test the overall fitness of the regression model. Coefficient analysis was used to identify the individual effect of each independent variable. SEM and path coefficient analysis were used to study the strength and direction of relationships among the variables.

Statistical Techniques Applied

The study applied Pearson correlation, multiple regression analysis, ANOVA, coefficient analysis, and SEM/path coefficient analysis. The correlation results helped to identify significant relationships among the variables. The regression model showed the explanatory power of training effectiveness and market effectiveness in predicting employee customer orientation. The SEM/path coefficient results helped to understand the direct influence of training effectiveness and market effectiveness on employee customer orientation.

Data Analysis

Data analysis is an important part of the study as it helps to convert collected responses into meaningful findings. In the present study, data were collected from 180 respondents from the electronic sector to examine strategic human resource practices and their impact on marketing effectiveness. The analysis includes demographic factors such as gender, age, and qualification, followed by statistical testing of the relationship between training effectiveness, market effectiveness, and employee customer orientation. Percentage analysis, correlation, regression, ANOVA, coefficient analysis, and SEM/path coefficient analysis are used to interpret the data. These statistical techniques help to understand whether training effectiveness and market effectiveness significantly influence employee customer-oriented behaviour and contribute to overall marketing effectiveness in the electronic sector.

Demographic Factor

Sr No.	Particular	Category	Frequency	Percent
1	Gender	Female	64	35.6
		Male	116	64.4
2	Age	31-40	75	41.7
		41-50	47	26.1
		Above 50	35	19.4
		Up to 30	23	12.8
3	Qualification	Graduate	41	22.8
		Postgraduate	72	40.0
		Professional Degree	67	37.2

The frequency distribution shows the demographic profile of 180 respondents. In terms of gender, the majority of respondents are male, with 116 respondents representing 64.4%, while 64 respondents are female, representing 35.6% of the total sample. Regarding age, the largest group belongs to the 31–40 years category, with 75 respondents or 41.7%, followed by 41–50 years with 47 respondents or 26.1%. Respondents aged above 50 years are 35 in number, forming 19.4%, while the lowest number of respondents are from the up to 30 years category, with 23 respondents or 12.8%. In terms of qualification, most respondents are postgraduates, with 72 respondents or 40.0%, followed by 67 respondents or 37.2% having a professional degree, and 41 respondents or 22.8% being graduates. Overall, the sample is dominated by male respondents, mainly from the 31–40 age group, and most respondents have higher educational qualifications.

Objective and Hypothesis

Objective 1 To study the relationship between training effectiveness, employee customer orientation, and market effectiveness in the electronic sector.

Null Hypothesis H01: There is no relationship between training effectiveness, employee customer orientation, and market effectiveness in the electronic sector.

Alternate Hypothesis H11: There is a relationship between training effectiveness, employee customer orientation, and market effectiveness in the electronic sector.

To test the above null hypothesis Correlation test is applied results are as follows.

Sr No.	Particular	Category	Frequency	Percent
1	Gender	Female	64	35.6
		Male	116	64.4
2	Age	31-40	75	41.7
		41-50	47	26.1
		Above 50	35	19.4
		Up to 30	23	12.8
3	Qualification	Graduate	41	22.8
		Postgraduate	72	40.0
		Professional Degree	67	37.2

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore, Correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.

Conclusion: There is a relationship between training effectiveness, employee customer orientation, and market effectiveness in the electronic sector.

Findings: The correlation table shows that all three variables are positively and significantly related at the 0.01 level. The relationship between Employee Customer Oriented and Market Effectiveness is positive and moderate, with $r = 0.482$ and $p = 0.000$, which means that when employees are more customer-oriented, market effectiveness also improves. The relationship between Employee Customer Oriented and Training Effectiveness is also positive and moderate, with $r = 0.498$ and $p = 0.000$, indicating that effective training helps employees develop better customer-oriented behaviour. The relationship between Training Effectiveness and Market Effectiveness is positive but weak, with $r = 0.245$ and $p = 0.001$, showing that training has a significant but comparatively lower direct association with market effectiveness. Overall, the results indicate that employee customer orientation has a stronger relationship with market effectiveness than training effectiveness, while training effectiveness supports market effectiveness mainly by improving customer-oriented employee behaviour.

Objective 2: To examine the impact of training effectiveness and employee customer orientation on market effectiveness in the electronic sector through regression analysis.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.386	.379	.942
a. Predictors: (Constant), Market Effectiveness, Training Effectiveness				

The model summary shows that the regression model has a moderate positive relationship with the dependent variable, as the R value is 0.621. The R Square value is 0.386, which means that 38.6% of the variation in Employee Customer Oriented behaviour is explained by Market Effectiveness and Training Effectiveness. The Adjusted R Square value is 0.379, indicating that after adjusting for the number of predictors, the model still explains 37.9% variation, which shows that the model has a reasonable explanatory power. The Std. Error of the Estimate is 0.942, which indicates the average difference between the observed and predicted values. Overall, the model suggests that Market Effectiveness and Training Effectiveness together have a meaningful impact on Employee Customer Orientation in the electronic sector.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	98.799	2	49.400	55.629	.000 ^b
	Residual	157.179	177	.888		
	Total	255.978	179			
a. Dependent Variable: Employee Customer Oriented						
b. Predictors: (Constant), Market Effectiveness, Training Effectiveness						

Above results indicates that p-value is 0.000. It is less than 0.05. It indicates that linear regression model is good to fit.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.305	.356		.855	.394
Training Effectiveness (TE)	.026	.004	.404	6.645	.000
Market Effectiveness (ME)	.462	.073	.384	6.314	.000

a. Dependent Variable: Employee Customer Oriented

Above table indicate the values of coefficients and corresponding significance. According to p-value of the Employee Customer Oriented factors it is observed that all variables have significant impact on Employee Customer Oriented factors.

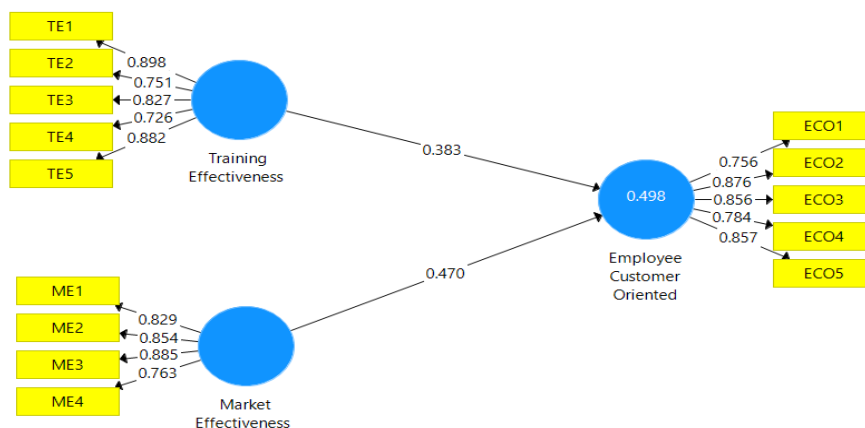
The mathematical equation to estimate the Employee Customer Oriented factors is presented as follows:

$$\text{Employee Customer Oriented} = 0.305 + 0.026 * \text{TE} + 0.462 * \text{ME}$$

SEM

Dependent Variable: Employee Customer Oriented

Independent Variable: Training Effectiveness, Market Effectiveness



The model explains the relationship between Training Effectiveness, Market Effectiveness, and Employee Customer Orientation. Training Effectiveness is measured through five items, TE1 to TE5, with factor loadings

ranging from 0.726 to 0.898, showing that all items contribute well to the construct. Market Effectiveness is measured through four items, ME1 to ME4, with loadings between 0.763 and 0.885, indicating good measurement strength. Employee Customer Orientation is measured through five items, ECO1 to ECO5, with loadings ranging from 0.756 to 0.876, showing strong association of these indicators with the construct. The path coefficient from Training Effectiveness to Employee Customer Orientation is 0.383, which indicates that effective training positively improves customer-oriented behaviour among employees. Similarly, the path coefficient from Market Effectiveness to Employee Customer Orientation is 0.470, showing that market effectiveness has a stronger positive influence on employee customer orientation. The R² value of 0.498 means that Training Effectiveness and Market Effectiveness together explain 49.8% variation in Employee Customer Orientation. Overall, the model suggests that both training and market effectiveness play an important role in developing customer-oriented employees in the electronic sector.

Path Coefficient

	Employee Customer Oriented
Market Effectiveness	0.470
Training Effectiveness	0.383

The path coefficient table shows that both Market Effectiveness and Training Effectiveness have a positive influence on Employee Customer Orientation. The path coefficient of Market Effectiveness is 0.470, which indicates that market effectiveness has a stronger positive impact on employee customer-oriented behaviour. This means that when market-related activities such as customer satisfaction, brand performance, sales support, and market responsiveness improve, employees become more customer-focused. The path coefficient of Training Effectiveness is 0.383, which also shows a positive impact, meaning that effective training helps employees improve their customer-handling skills, service attitude, communication ability, and product knowledge. Overall, the results indicate that both variables contribute to employee customer orientation, but Market Effectiveness has a comparatively stronger influence than Training Effectiveness.

3. Conclusion

The study concludes that strategic human resource practices play an important role in improving marketing effectiveness in the electronic sector. The results show that training effectiveness, market effectiveness, and employee customer orientation are positively and significantly related. Effective training helps employees improve their product knowledge, communication ability, service attitude, and customer-handling skills. Market effectiveness also has a strong influence on employee customer orientation, as better customer satisfaction, brand performance, sales support, and market responsiveness encourage employees to become more customer-focused. The regression and SEM results indicate that training effectiveness and market effectiveness together explain a meaningful variation in employee customer orientation. Therefore, electronic sector organizations should strengthen their HR practices, especially employee training and customer-oriented development, to improve marketing performance, customer satisfaction, brand image, and competitive advantage.

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