

STRATEGIC SYNERGY BETWEEN HUMAN RESOURCE MANAGEMENT AND MARKETING MANAGEMENT TO ENHANCE COMPETITIVE ADVANTAGE

by

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ABSTRACT

This study aims to analyze the strategic synergy between Human Resource Management and Marketing Management in improving competitive advantage within organizations. In the increasingly competitive business environment, companies are required to integrate internal resource management with effective marketing strategies to achieve sustainable organizational performance. This research uses a quantitative approach with data collection techniques through questionnaires distributed to employees and management involved in human resource and marketing activities. The data were analyzed using multiple linear regression analysis to determine the influence of Human Resource Management and Marketing Management on competitive advantage. The results of the study indicate that Human Resource Management has a positive and significant effect on competitive advantage through employee competency development, work motivation, and organizational commitment. In addition, Marketing Management also significantly influences competitive advantage through customer-oriented strategies, innovation, and market expansion. Simultaneously, the synergy between Human Resource Management and Marketing Management contributes significantly to strengthening organizational competitiveness. This study concludes that strategic collaboration between human resource management and marketing management can create sustainable competitive advantages and improve organizational performance in facing business competition.

Keywords: Human Resource Management, Marketing Management, Strategic Synergy, Competitive Advantage, Organizational Performance.

SINERGI STRATEGIS MANAJEMEN SUMBER DAYA MANUSIA DAN MANAJEMEN PEMASARAN UNTUK MENINGKATKAN KEUNGGULAN BERSAING

ABSTRAK

Studi ini bertujuan untuk menganalisis sinergi strategis antara Manajemen Sumber Daya Manusia dan Manajemen Pemasaran dalam meningkatkan keunggulan kompetitif dalam organisasi. Dalam

lingkungan bisnis yang semakin kompetitif, perusahaan dituntut untuk mengintegrasikan manajemen sumber daya internal dengan strategi pemasaran yang efektif untuk mencapai kinerja organisasi yang berkelanjutan. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik pengumpulan data melalui kuesioner yang dibagikan kepada karyawan dan manajemen yang terlibat dalam kegiatan sumber daya manusia dan pemasaran. Data dianalisis menggunakan analisis regresi linier berganda untuk menentukan pengaruh Manajemen Sumber Daya Manusia dan Manajemen Pemasaran terhadap keunggulan kompetitif. Hasil penelitian menunjukkan bahwa Manajemen Sumber Daya Manusia memiliki pengaruh positif dan signifikan terhadap keunggulan kompetitif melalui pengembangan kompetensi karyawan, motivasi kerja, dan komitmen organisasi. Selain itu, Manajemen Pemasaran juga secara signifikan memengaruhi keunggulan kompetitif melalui strategi berorientasi pelanggan, inovasi, dan ekspansi pasar. Secara bersamaan, sinergi antara Manajemen Sumber Daya Manusia dan Manajemen Pemasaran memberikan kontribusi signifikan untuk memperkuat daya saing organisasi. Studi ini menyimpulkan bahwa kolaborasi strategis antara manajemen sumber daya manusia dan manajemen pemasaran dapat menciptakan keunggulan kompetitif yang berkelanjutan dan meningkatkan kinerja organisasi dalam menghadapi persaingan bisnis.

Kata Kunci: Manajemen Sumber Daya Manusia, Manajemen Pemasaran, Sinergi Strategis, Keunggulan Kompetitif, Kinerja Organisasi.

INTRODUCTION

The development of the increasingly competitive business world in the era of globalization and digital transformation requires organizations to be able to create a sustainable competitive advantage. Companies no longer only rely on the quality of products or services, but are also required to have the ability to manage human resources and implement effective marketing strategies that are adaptive to market changes. Competitive advantage is an important factor in determining the success of an organization to maintain its existence and improve business performance in the midst of dynamic competition. Therefore, strategic synergy is needed between Human Resource Management (HRDM) and Marketing Management so that companies are able to create customer-oriented added value while increasing organizational productivity. Human Resource Management has an important role in building employee competencies, increasing work motivation, and creating an organizational culture that supports the achievement of company goals. Effective human resource management can increase organizational innovation and strengthen the company's competitiveness in the face of changes in the business environment (Alshurideh et al., 2022). In addition, the superior quality of human resources is able to increase the effectiveness of marketing strategies through improving service quality and customer satisfaction (Khan et al., 2021). This shows that the success of the marketing strategy cannot

be separated from the quality of human resource management within the organization.

On the other hand, Marketing Management serves as a company's strategy in understanding consumer needs, creating customer value, and maintaining market loyalty. An effective marketing strategy can help organizations improve the company's image and expand market share. Modern marketing focuses not only on selling products, but also on creating long-term relationships with customers through value-based approaches and customer experiences (Kotler & Keller, 2021). Recent research also shows that the implementation of digital marketing strategies supported by human resource competencies can significantly increase a company's competitiveness (Chatterjee et al., 2023).

However, there are still many organizations that carry out the functions of HR and marketing separately, causing less than optimal achievement of organizational goals. The insynergy between human resource management and marketing strategy can cause various problems such as low service quality, lack of marketing innovation, and decreased customer loyalty. Companies that fail to integrate MSDM and marketing strategies tend to have difficulty maintaining a competitive advantage in the global market (Ahmed et al., 2020). Therefore, strategic integration between the two fields is an important need for modern organizations.

The research gap in this study is based on differences in previous research results related to the relationship between Human Resource Management and Marketing Management to competitive advantage. Previous research has found that MSDM has a dominant influence on a company's competitive advantage over marketing strategies (Singh & Kassa, 2021). On the other hand, other studies show that digital marketing strategies have more influence on increasing organizational competitiveness than the MSDM factor (Rahman et al., 2022). In addition, the combination of human resource competencies and marketing innovations has a significant impact on improving company performance (Li et al., 2023). The difference in the results of the study shows that further research is still needed on how strategic synergy between HR and Marketing Management can increase the competitive advantage of organizations.

In addition, most previous studies have only focused on the partial influence of each variable without looking at the integrative relationship between MSDM and Marketing Management in a single research model. Previous research has focused more on the influence of human resource training on organizational productivity (Nguyen et al., 2021), while other research has focused on the

effectiveness of digital marketing strategies on customer loyalty (Hassan et al., 2024). Therefore, this study offers novelty by integrating these two variables in building an organization's competitive advantage simultaneously.

This research is important because business competition in the digital era requires organizations that are able to manage human resources professionally while implementing innovative marketing strategies. Organizations that are able to create synergies between HR and Marketing Management will be more adaptable to market changes, increase customer satisfaction, and create a sustainable competitive advantage. This research is expected to make a theoretical contribution to the development of management science as well as provide practical implications for companies in designing more effective and integrated business strategies. Based on this background description, the purpose of this study is to analyze the influence of strategic synergy between Human Resource Management and Marketing Management on increasing the competitive advantage of organizations. In addition, this study also aims to find out the extent to which the integration of these two variables is able to improve organizational performance in the face of modern business competition.

Competitive advantage is the organization's ability to create superior value compared to competitors so that it is able to maintain the company's position in the market. In the face of increasingly complex business competition, organizations are required to be able to integrate various managerial strategies, especially Human Resource Management (HRDM) and Marketing Management. The two aspects have a mutually supportive relationship in increasing organizational effectiveness and creating a sustainable competitive advantage. Human Resource Management plays a role in improving the quality of the workforce through competency development, training, work motivation, and increased organizational commitment. Good human resource management is able to create productive, innovative, and adaptive employees to changes in the business environment (Alshurideh et al., 2022). In addition, the superior quality of human resources can also increase the effectiveness of the company's marketing strategy because employees have the ability to provide optimal service to customers (Khan et al., 2021).

Meanwhile, Marketing Management focuses on the company's strategy in understanding consumer needs, building customer relationships, increasing customer satisfaction, and expanding market share. An effective marketing strategy can increase customer loyalty and strengthen a company's image in

the midst of business competition (Kotler & Keller, 2021). Recent research shows that the implementation of digital-based marketing strategies and marketing innovations is able to significantly increase organizational competitiveness (Chatterjee et al., 2023). The strategic synergy between MSDM and Marketing Management is an important factor in creating an organization's competitive advantage. The integration of human resource competencies with effective marketing strategies can result in quality service, increased customer satisfaction, business innovation, and improved overall organizational performance. Previous research has shown that the combination of human resource management and marketing strategy has a positive influence on increasing the company's competitive advantage (Li et al., 2023).

However, there are still differences in research results related to the dominant influence between MSDM and Marketing Management on competitive advantage. Some studies state that MSDM has a greater influence on an organization's competitive advantage (Singh & Kassa, 2021), while other studies show that marketing strategies are more dominant in increasing the competitiveness of companies (Rahman et al., 2022). Therefore, this study tries to integrate these two variables in one research model to determine their synergistic influence on increasing the competitive advantage of organizations. Based on this description, the framework of this research illustrates that Human Resource Management and Marketing Management partially or simultaneously affect the increase of organizational competitive advantage.

1. H1: Human Resource Management has a positive and significant effect on Competitive Advantage.
2. H2: Marketing Management has a positive and significant effect on Competitive Advantage.
3. H3: The synergy of Human Resource Management and Marketing Management simultaneously has a positive and significant effect on Competitive Advantage.

RESEARCH METHODS

This study uses a quantitative approach with associative research methods. The quantitative approach is used because this study aims to analyze the relationship and influence between the variables of Human Resource Management, Marketing Management, and Competitive Advantage through statistical hypothesis testing. The associative method is used to determine the relationship between

research variables both partially and simultaneously (Sugiyono, 2022). The research is conducted on organizations or companies that implement Human Resource Management and Marketing Management activities in their business operations. The object of the research is focused on employees and company management who are directly involved in the management of human resources and marketing strategies of the organization. This research was carried out during the period of 2026.

The population in this study is all employees and company management related to human resource and marketing activities. The sampling technique uses purposive sampling, which is a sample determination technique based on certain criteria that are relevant to the research objectives (Creswell, 2021). The criteria for respondents in this study are:

1. Permanent employees of the company.
2. Have a minimum service period of 1 year.
3. Engage in human resource management or marketing activities.

The number of research samples was determined using the Slovin formula with an error rate of 5% so that a representative number of respondents was obtained for analysis. The data collection techniques in this study use:

1. Questionnaire, which is data collection through the distribution of a list of questions to respondents using a Likert scale of 1–5.
2. Observations were carried out to obtain an overview of the implementation of HR and marketing strategies in the organization.
3. Literature studies are conducted by reviewing journals, books, and previous research that are relevant to the research topic (Sekaran & Bougie, 2020).

The use of the Likert scale in quantitative research was considered effective in measuring respondents' perceptions and attitudes towards research variables (Hair et al., 2021).

Research Variables. This study consists of two independent variables and one dependent variable, namely:

1. Independent Variable (X)
 - 1) X1 : Human Resource Management

2) X2 : Marketing Management

2. Dependent Variable (Y)

1) Y : Competitive Advantage

Variable Operational Definition

1. Human Resource Management (X1)

Human Resource Management is a process of managing the workforce through recruitment, training, competency development, work motivation, and performance evaluation activities to improve organizational effectiveness (Alshurideh et al., 2022).

2. Marketing Management (X2)

Marketing Management is the process of planning, executing, and controlling marketing strategies to meet consumer needs and increase customer loyalty and company market share (Kotler & Keller, 2021).

3. Competitive Advantage (Y)

Competitive advantage is a company's ability to create more value than competitors through innovation, service quality, operational efficiency, and customer satisfaction (Chatterjee et al., 2023).

The data analysis technique in this study uses multiple linear regression analysis with the help of the Statistical Package for the Social Sciences (SPSS) application. Multiple linear regression analysis is used to determine the influence of independent variables on dependent variables both partially and simultaneously (Ghozali, 2021). The regression equation model in this study is Hypothesis testing was carried out with a significance level of 5% (0.05). If the significance value < 0.05 , then the hypothesis is accepted, which means that the independent variable has a significant effect on the dependent variable (Hair et al., 2021).

RESULTS AND DISCUSSION

This study aims to analyze the influence of Strategic Synergy of Human Resource Management and Marketing Management on increasing the Competitive Advantage of organizations. The research data was obtained through the distribution of questionnaires to 120 respondents consisting of employees and company management involved in HR and marketing activities. The data obtained was then

analyzed using the SPSS application through validity, reliability, classical assumption test, and multiple linear regression analysis. Based on the results of the study, the majority of respondents were male as much as 58% and female as much as 42%. Based on age, respondents were dominated by the age range of 25–35 years old by 47%, while based on education level the majority of respondents had a Bachelor's (S1) education of 61%. This shows that the research respondents have a good enough educational background and work experience to provide information related to the implementation of HR and marketing strategies in the organization. The validity test is carried out to determine the level of validity of the research instrument. The test was conducted using the Pearson Product Moment correlation with a table r-value of 0.179 at a significance level of 5%.

Table 1. Validity Test Results

Variable	Item	r Count	r Table	Remarks
MSDM	X1.1	0,721	0,179	Valid
MSDM	X1.2	0,754	0,179	Valid
Marketing	X2.1	0,738	0,179	Valid
Marketing	X2.2	0,769	0,179	Valid
Competitive Advantage	Y1	0,782	0,179	Valid
Competitive Advantage	Y2	0,801	0,179	Valid

Source: Data Processed, 2026

Based on Table 1, all statement items have a value of r calculated > r table so that all research indicators are declared valid and suitable for use in research. Reliability tests were carried out using Cronbach's Alpha to determine the consistency of the research instruments.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Remarks
Human Resource Management	0,861	0,70	Reliable
Marketing Management	0,845	0,70	Reliable
Competitive Advantage	0,873	0,70	Reliable

Source: Data Processed, 2026

The test results showed that all variables had a Cronbach's Alpha value of > 0.70 so that the research instrument was declared reliable (Hair et al., 2021). Multiple linear regression analysis is used to

determine the influence of Human Resource Management and Marketing Management on Competitive Advantage.

Table 3. Multiple Linear Regression Analysis Results

Variable	Regression Coefficients	t Count	Sig
Constant	4,215	-	-
Human Resource Management (X1)	0,412	4,862	0,000
Marketing Management (X2)	0,376	4,117	0,000

Source: SPSS Output, 2026

Based on the results of multiple linear regression analysis, the following regression equations were obtained. The equation shows that:

1. A constant value of 4.215 indicates that if the variables of Human Resource Management and Marketing Management are fixed values, then Competitive Advantage has a value of 4.215.
2. The regression coefficient of Human Resource Management of 0.412 shows that every increase in MSDM by 1 unit will increase Competitive Advantage by 0.412.
3. The Marketing Management regression coefficient of 0.376 indicates that every 1 unit increase in marketing strategy will increase Competitive Advantage by 0.376.

The results of the t-test showed that the Human Resource Management variable had a significance value of $0.000 < 0.05$ so that H1 was accepted. This means that Human Resource Management has a positive and significant effect on Competitive Advantage. The results of this study show that improving employee competence, work motivation, and human resource development can increase organizational competitiveness. These findings are in line with research that states that effective human resource management can strengthen a company's competitive advantage (Alshurideh et al., 2022). The Marketing Management variable also has a significance value of $0.000 < 0.05$ so that H2 is accepted. This shows that marketing strategies have a positive and significant effect on the organization's Competitive Advantage. Customer-oriented marketing strategies, marketing innovations, and the use of digital technology have been proven to increase customer loyalty and expand the company's market share. The results of this study support research that states that digital marketing and marketing strategy innovation have a great influence on increasing the competitiveness of companies (Chatterjee et al., 2023).

Test F Results (Simultaneous)

Table 4. F Test Results

Models	F Calculate	Sig
Regression	52,781	0,000

Source: SPSS Output, 2026

Based on the results of the F test, a significance value of $0.000 < 0.05$ was obtained so that H3 was accepted. This shows that Human Resource Management and Marketing Management simultaneously have a significant effect on the Competitive Advantage of organizations.

Result of Coefficient of Determination (R^2)

Table 5. Determination Coefficient Results

Models	R Square
Regression	0,648

Source: SPSS Output, 2026

The R Square value of 0.648 shows that the variables of Human Resource Management and Marketing Management are able to explain Competitive Advantage by 64.8%, while the remaining 35.2% is influenced by other variables outside the study.

Discussion

The results of the study show that the Strategic Synergy of Human Resource Management and Marketing Management has a significant influence on increasing the Competitive Advantage of organizations. Good human resource management is able to create a competent, innovative, and adaptive workforce so as to support the implementation of effective marketing strategies. On the other hand, the right marketing strategy is able to improve customer satisfaction, market loyalty, and company image. The findings of this study reinforce the Resource-Based View (RBV) theory which states that a company's internal resources, including human resources and marketing capabilities, are a key factor in creating a sustainable competitive advantage. This research also supports research that explains that the integration between human resource competencies and marketing innovation is able to significantly improve organizational performance (Li et al., 2023).

In addition, this research shows that companies that are able to build synergy between MSDM and marketing will more easily face business competition in the digital era. The integration of these two

strategies is able to increase organizational efficiency, accelerate adaptation to market changes, and create added value for customers. Therefore, organizations need to strengthen collaboration between departments within the company so that the business strategy carried out becomes more effective and oriented towards increasing the organization's competitiveness in a sustainable manner.

CONCLUSIONS

Based on the results of the research that has been conducted, it can be concluded that the Strategic Synergy of Human Resource Management and Marketing Management has a positive and significant influence on increasing the Competitive Advantage of the organization. The results of the analysis show that Human Resource Management plays an important role in improving employee competence, work motivation, productivity, and organizational ability in dealing with changes in the business environment. Effective human resource management is able to create an innovative and adaptive workforce so as to support the success of the company's strategy in achieving business goals (Alshurideh et al., 2022). In addition, Marketing Management has also been proven to have a significant influence on improving the Competitive Advantage of organizations. Customer-oriented marketing strategies, marketing innovations, and the use of digital technology are able to increase customer loyalty and expand the company's market share. The implementation of an effective marketing strategy can assist organizations in creating added value and maintaining competitiveness in the midst of increasingly competitive business competition (Chatterjee et al., 2023).

The results of this study also show that the integration between Human Resource Management and Marketing Management simultaneously contributes greatly to the improvement of the Competitive Advantage of organizations. The synergy between the two variables is able to increase the effectiveness of the company's operations, strengthen relationships with customers, and create sustainable business innovation. This research supports the Resource-Based View theory which states that a company's internal resources are a major factor in creating a sustainable competitive advantage (Li et al., 2023). The determination coefficient value of 64.8% indicates that Human Resource Management and Marketing Management have a strong contribution in explaining the increase in the organization's Competitive Advantage, while the rest is influenced by other factors outside of the study. Therefore, organizations need to strengthen their integrated human resource management and

marketing strategies in order to be able to increase the company's competitiveness optimally.

Overall, this research proves that the success of organizations in the face of modern business competition does not only depend on the quality of products or services, but also on the company's ability to effectively integrate human resource management and marketing strategies. Organizations that are able to create synergies between the two aspects will be more adaptable to market changes and maintain a competitive advantage in the long term (Rahman et al., 2022).

Based on the results of the research that has been conducted, there are several suggestions that can be given. First, the company is expected to improve the quality of Human Resource Management through training programs, competency development, and increased employee work motivation in order to be able to support the effectiveness of the company's marketing strategy. The development of the quality of human resources is an important factor in increasing organizational innovation and creating a sustainable competitive advantage (Khan et al., 2021). Second, companies need to strengthen digital-based marketing strategies and customer relationship management in order to increase customer satisfaction and expand the company's market share. The use of digital technology in marketing can assist organizations in improving the effectiveness of marketing communications and maintaining customer loyalty (Kotler & Keller, 2021). Third, organizations are advised to build better collaboration between the human resources division and the marketing division to create a more effective business strategy integration. Synergy between departments within the organization will help companies in improving productivity, service quality, and business innovation in a sustainable manner (Li et al., 2023). In addition, further research is expected to add other variables such as digital transformation, organizational culture, leadership, or technological innovation so that the research results become more comprehensive. Further research can also use more complex analytical methods such as Structural Equation Modeling (SEM) to obtain more in-depth and accurate analysis results.

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