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The Impact of Human Resource Management Policies on Marketing Strategy Implementation: Evidence from Bazian Cement Factory

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Abstract

This paper examines the connection between Human Resource Management (HRM) policies and the implementation of marketing strategies in the marketing environment of Bazian Cement Factory. In particular, the study examines how Recruitment and Selection, Training and Development, and Performance Appraisal influence the marketing strategy implementation. In order to gather information, a survey was carried out on 200 of the workers in various departments within the factory. Structural equation modeling, or SEM, was used to test the links between the HRM policies and the implementation of the marketing strategies. The findings show that HRM policies play a significant role in the implementation of marketing strategies, and the role of HRM in the development of strategic capabilities of the marketing department is central. Recruitment and Selection, Training and Development, and Performance Appraisal were identified as major predictors, and the coefficients were positive and significant, implying that a better HRM practice is associated with a better implementation of marketing strategies. It is recommended to emphasize the constant enhancement of HRM practices, integrate an approach that would allow aligning HRM policies with the objectives of marketing, and encourage communication between HR and marketing departments. It is also suggested that investment in employee development programs and frequent reviews of HRM policies be made to enhance the synergy between HRM and marketing strategy implementation.

Keywords: Human Resource Management (HRM), Marketing Strategies, Recruitment and Selection, Training and Development, Performance Appraisal

کاریگه‌ری سیاسته کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان له‌سه‌ر جیبه‌جیکردنی ستراتیژیه‌تکانی بازگانی: لیکولینه‌وهیه کی دوخ له کارگه‌ی چیمه‌نتوی بازیان

پیشره و محمود سه‌لمان

به‌شی کارگیپی کار، کولیزی تکنیکی کارگیپی، زانکوی پولیتکنیکی سلیمانی، سلیمانی، هریمی کورستان، عیراق
پوخته

ئه‌م توییزینه‌وهیه لیکولینه‌وه لپه‌یوندی نیوان سیاسته کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان (HRM) و جیبه‌جیکردنی ستراتیژیه کانی بازارکردن له چوارچیوه‌ی بازارکردنی کارگه‌ی چیمه‌نتوی بازیان ده‌کات. به تایبه‌تی توییزینه‌وه که کاریگه‌رییه کانی دامهزراندنی کارمه‌ند و هه‌لبزاردن، راهینان و په‌ره‌پیدان، و هه‌لسه‌نگاندنی ئه‌دای کارکردن له‌سه‌ر جیبه‌جیکردنی ستراتیژیه کانی بازارکردن ده کولینه‌وه. بوقک‌ردن‌وهی زانیاری، راپرسیه‌ک له نیوان ۲۰۰ کریکاری به‌شی جیاوازه کانی ناو کارگه‌که‌دا ئه‌نجامدرا. په‌یوندیه کانی نیوان سیاسته کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان و جیبه‌جیکردنی ستراتیژیه کانی بازارکردن به به‌کارهینانی مودیکردنی هاوكیش پیکه‌تاهیه‌کان پشکنینیان بوقک. ئه‌نجامه کان ئاماژه به‌وه ده‌که‌ن که سیاسته کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان کاریگه‌رییه کی به‌رچاویان له‌سه‌ر جیبه‌جیکردنی ستراتیژیه کانی بازارکردن هه‌یه، جه‌خت له‌سه‌ر رؤلی سه‌ره کی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان ده‌که‌نه‌وه له دارشتنی توانا ستراتیژیه کانی به‌شی بازارکردن. دامهزراندنی کارمه‌ند و هه‌لبزاردن، راهینان و په‌ره‌پیدان، و هه‌لسه‌نگاندنی ئه‌دای کارکردن وه ک پیش‌بینیکه‌ری سه‌ره کی ده‌رکه‌وتون، له گه‌ل ریزه‌ی ئه‌ریزی و به‌رچاو، که پیش‌نیاری ئه‌وه ده‌کات که باشتربون له پراکتیکه کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان هاوتایه له گه‌ل به‌ریزک‌ردن‌وهی جیبه‌جیکردنی ستراتیژیه کانی بازارکردن. پیش‌نیاره کان برتین له گرنگیدان به باشت‌رکردنی به‌رده‌وامی پراکتیکه کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان، و درگرتخی ریبازیکی يه‌کگرتو که سیاسته کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان له گه‌ل ئامانجه کانی بازارکردندا هاوت‌هه‌ریب ده‌کات، و په‌ره‌پیدانی په‌یوندی له نیوان به‌شی سه‌رچاوه مرؤییه کان و بازارکردن. هه‌روه‌ها و به‌رهینان له به‌رنامه کانی په‌ره‌پیدانی کارمه‌ندان و هه‌لسه‌نگاندنی به‌رده‌وامی سیاسته کانی به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان پیش‌نیار ده‌کرین بوقک‌ردنی هاواکاری نیوان به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان و جیبه‌جیکردنی ستراتیژی بازارکردن.

وشه سه‌ره‌کییه کان:

به‌ریوه‌بردنی سه‌رچاوه مرؤییه کان، ستراتیژیه تکانی بازگانی، دابینکردن و هه‌لبزاردن، راهینان و گه‌شه‌پیدان، هه‌لسه‌نگاندنی ئه‌دا

1. Introduction

The inward tasks of an organization that inspire the marketing group to perform better are overseen by human resource management. Overseeing gifts and keeping up with strategies, as well as taking care of significant administrative elements, are the vital jobs of an HR that help a marketing association to build its exhibition. Powerful HR management could impact the execution of the marketing strategy. Marketing strategy execution assists

with placing the plans into useful structures or exercises to get an essential result. The act of HR management is to dissect the exhibition of a business. The strategies of HR management deal with the internal issues that could assist with delivering a lovely working environment climate and furthermore handle outside issues to help the development of a firm (Wu et al. 2020). In the marketing firm, HR management is imperative as it offers the twin targets of conveying the ideal exhibition and focusing on tentative plans for improvement. As said by (Abdullah et al. 2020) troublesome and significant issues at the time of planning marketing procedures may be dealt with by the legitimate use of HR management. The capability of HR is to enrol and offer fundamental preparation to a representative who could bring an incentive for the organization's future activities.

Globalization has sped up as of late, with many countries' economies combining efforts to support worldwide trade through network and innovation advancements (Carnevale and Hatak, 2020). This spike has additionally pushed organizations to recruit and keep profoundly talented individuals by fostering rivalry in both domestic and worldwide business sectors. Numerous organizations depend on their staff to give them an edge in the cutthroat business. Thus, they have a cozy relationship with how well they deal with their kin resources (Collins, 2021). HR arranging, HR management, key enrollment, representative preparation, development pay management, effectiveness, specialist relations, medical care, worker fulfillment, and representative assistance program are totally included for the field of human resource management (HRM). It comprises of methods and rules intended to raise representative commitment, hierarchical adequacy, and occupation quality (Khan and Abdullah, 2019). Gbolahan (2012) Executing HRM methods would improve the organization's seriousness, portion of the overall industry, advantage, and income returns (Katou, 2008). States that in the Kurdistan district of Iraq, the improvement of the SME area is likewise significant and requires some feasibility, especially given the difficulties the nation faces with restricted business potential open doors for people in the confidential area and an abundance that fundamentally relies upon the hydrocarbon area Anwar (2017). In the Kurdistan locale of Iraq, the SME area utilizes a little less than half of the labor force, with a Gross domestic product going from fifteen to 20%. The Kurdistan territorial legislature of Iraq, working with the confidential area, is controlling the progress of the SME area. To help the SME area grow and serve as an impetus for its progression, the public authority of the Kurdistan district of Iraq created programs and a climate for it (Mousa and Othman, 2020). The objective of this exploration is to research the connection between HRM rehearses and an association's performance

in the Kurdistan area of Iraq, as per Abdullah and Abdul Rahman (2015). It is widely known that HRM rehearses are turning out to be increasingly more attached to a business's productivity and level of execution. Each business utilizes similar HRM frameworks. Although the Kurdistan region of Iraq has a special home culture and a one-of-a-kind work market, the public authority establishments there need to utilize HRM frameworks to upgrade and extend their organisational viability. Since it accepts that better development can happen when all aspects of a district benefit similarly from the economy or that the locale should be considered while choosing where to distribute assets or resources to attempt to boost development, the central legislature of Iraq has zeroed in on working on specific regions in Kurdistan (Cooke et al. 2020). Approve both the point and this perspective: These strategies, alongside other significant factors like the general set of laws and monetary contemplations, should be considered in places like Kurdistan, where the public authority has concluded that HRM will be a focus. It is additionally critical to remember the impact that religion will have on the political and economic designs (Anwar, 2016). Individuals who use taxpayer-driven organizations ought to approach them. Associations in Iraq's Kurdistan region are currently not allowed to move about or complete their ideal exercises. However, it's all essential for their work to battle globalization, their monetary position has become much more dubious, considering the new monetary emergency. A couple of times before, the Kurdistan District of Iraq's different legislative elements have put forth an exceptional attempt to utilize HRM rehearses. Numerous HRM procedures are accessible to help the Kurdistan Region's development and help it make hierarchical progress (Abdullah et al. 2017).

The success of an organization is greatly influenced by human resource management (HRM), especially when it comes to the execution of marketing plans. Good HRM practices improve worker performance, encourage creativity, and match workforce competencies with strategic goals, which are all important components of successful marketing. The relationship between HRM practices and organizational performance has been highlighted by previous research, but little is known about how these policies specifically affect the implementation of marketing strategies, especially in specialized industries, such as cement manufacturing, and in regional contexts, such as Kurdistan.

An excellent case study to examine this dynamic is the Bazian Cement Factory, a significant participant in the industrial sector. Maintaining growth and market share in the competitive and resource-intensive cement business depends on the efficient

implementation of marketing strategies. In this regard, it is still unclear how much HRM practices such as hiring, training, performance reviews, and employee incentives help or impede the execution of marketing strategies. By investigating how Bazian Cement Factory's HRM practices affect its marketing tactics, this study aims to close this gap and provide insights that may improve theoretical comprehension and real-world implementations in related fields.

Although the alignment of internal functions is critical in achieving strategic success, most organizations, particularly in the manufacturing industry, have not been able to effectively integrate Human Resource Management (HRM) policies with the implementation of marketing strategies. In the example of the Bazian Cement Factory, little is known about how HRM practices like recruitment, training, performance evaluation, and employee engagement can aid or prevent implementation of marketing strategies. Such a disconnect can cause inefficiencies, a lack of competitiveness, and an inability to meet marketing objectives. The absence of empirical data in the Kurdistan Region of Iraq also makes it difficult to come up with integrated strategic models that fit the local industrial situation. This study is therefore aimed at exploring how HRM policies influence the successful implementation of marketing strategies in Bazian Cement Factory.

By filling this research gap, this study hopes to advance the conversation about HRM's strategic role and offer practical suggestions for businesses in Kurdistan's industrial sector. In addition to helping the Bazian Cement Factory, the results will be a useful guide for other businesses looking to improve their HRM practices for more effective marketing.

1.1 importance of the study

This paper underscores the importance of Human Resource Management (HRM) policies in the successful execution of marketing strategy. Based on the case study of Bazian Cement Factory it provides practical implications on how HRM practices such as training, recruitment and performance appraisal can enhance strategic alignment and performance of an organization. The study is especially useful to manufacturing companies in the Kurdistan Region of Iraq, where research studies are scarce and can guide them on how to integrate the HR and marketing functions to gain a competitive advantage.

2. Literature review

The correlation between the implementation of marketing strategy and the Human Resource Management (HRM) policies has gained popularity in both the academic and practical domains. This research paper, in the context of the Bazian Cement Factory, looks at the correlation between HRM policies, more specifically, recruitment and selection, training and development and performance appraisal and the use of marketing strategies such as aggressive marketing, mass marketing and value marketing. The literature review below analyzes the empirical evidence and theoretical foundations of the impact of HRM policies on the implementation of marketing strategies to place this study into perspective using relevant studies and theories.

2.1 The Role of HRM Policies in the Implementation of Organizational Strategy

The capacity of human resource management (HRM) to align employee competencies and behaviors with strategic objectives is generally recognized as an important determinant of corporate performance. According to Armstrong and Taylor (2020), HRM policies encompass diverse strategies aimed at attracting, developing, motivating, and retaining workers, all of which are important in achieving organizational goals. Regarding the real implementation of marketing strategies, human resource management (HRM) is essential in making sure that the employees have the skills, motivation and coordination to implement the plans. According to Boxall and Purcell (2016), the hiring, training, and performance review processes are some of the HRM practices that can boost organizational performance, including marketing performance.

2.2 Recruitment and Selection: Creation of a Marketing-Able Workforce

The recruitment and selection processes are the basic HRM processes that determine the quality and suitability of workers in the execution of marketing plans. Effective recruitment ensures that individuals who have the right skills, attitudes and cultural fit are recruited into the firm. This is particularly essential in marketing roles that require strategic thinking, innovativeness and focus on clients (Katou & Budhwar, 2007). When aggressive marketing methods are applied, it is important to hire employees who possess good analytical and communication skills, as aggressive methods often imply rapid market penetration and competitive positioning. Similarly, the mass marketing strategies that are directed at reaching broad client groups require the workforce capable of managing large-scale campaigns and maintaining the coherence of brand messages. Value marketing, in its turn, lays a heavy emphasis on long-term relationships and customer-centricity, which requires

the staff members to be sympathetic and skillful in relationship management (Kotler & Keller, 2016).

Empirical research has shown that organizations that have effective recruitment and selection processes have better chances of implementing marketing plans successfully. As an illustration, research conducted by Huselid (1995) found that companies that employed strategic employment practices had an increased level of organizational productivity and employee performance, which are critical to effective marketing. Proper hiring and selection procedures could ensure that the employees in the Bazian Cement Factory contribute to the marketing objectives of the company, which could be either vigorous market penetration, extensive customer contact, or customer-centric customer relationships.

2.3 Training and Development: Enhancing Marketing Competencies

Training and development form an important component of human-resource management, because they empower the personnel with the skills and knowledge base to implement marketing initiatives efficiently. Noe et al. (2017) assert that customized training programs may enhance employee expertise, motivation, and a long-term culture of progress. Considering the significance of marketing activities, training is unavoidable in making sure that employees are conversant with marketing tools, understand the evolving client requirements, and are dynamic in dynamic market environments.

Strategic reasoning, data analytics, and crisis management programmes are especially relevant to aggressive marketing strategies, whose high-stakes campaigns require quick decision-making. On the other hand, training that focuses on operational efficiency and brand stewardship is beneficial to mass marketing efforts, which should be dependable and scalable. Kotler and Keller (2016) also specify that the value marketing strategies, which are based on client satisfaction and loyalty, require training in such spheres as CRM and personal communication.

The empirical studies have repeatedly shown that training and development programs are associated with high marketing performance. Indeed, Wright et al. (2001) have discovered that companies investing in training of their employees are more responsive to the market and innovative, which are key competencies in successful strategy implementation. Personalized training programs would probably enhance the capacity of the workforce at the Bazian Cement Factory in applying various marketing strategies, especially customer-focused marketing and intense market penetration.

2.4 Performance Appraisal: Making Employee Efforts Consistent with Marketing Goals

Performance appraisal is a basic human resource management technique that is meant to make individual efforts to align with organisational goals, especially marketing goals. As Armstrong and Taylor (2020) point out, a good performance evaluation system provides employees with regular feedback, identifies the areas that need improvement, and rewards behaviours that promote strategic performance. In the framework of marketing strategy implementation, performance reviews enable the process of ensuring that the personnel are dedicated to key marketing outputs like market share, customer satisfaction, and brand equity.

Assessment methods that reward innovation, risk-taking and speed of action are particularly useful in aggressive marketing programs. Efficiency and consistency are more or less the leading actors when you are working with mass-market campaigns. This is why such performance measures that emphasize the reach and cost-effectiveness of the campaign end up in the first row of the classroom. Customer feedback and relationship-building indicators can also be included in performance appraisal systems and focus on value marketing strategies, which focus on long-term client engagement and loyalty (Kotler & Keller, 2016). The empirical evidence supporting the positive contribution of performance appraisal in improving the performance of marketing is supported by a study conducted by Katou and Budhwar in 2007, which revealed that organisations that have strong performance appraisal systems have increased employee enthusiasm and alignment with the strategic objectives, which in turn leads to improved performance of marketing. These findings imply that the dedication of the personnel to aggressive, mass, and value marketing strategies, which can be achieved through performance evaluation systems that are aligned with the marketing objectives of the Bazian Cement Factory, can be achieved.

2.5 The Interaction of HRM Policies and the Implementation of Marketing Strategy

The process of implementing marketing strategies and incorporating HRM policies is a challenging process that requires coordination at multiple levels in an organization. Scholars have emphasized the importance of viewing HRM as a strategic enabler that helps

to achieve marketing objectives instead of viewing it as an independent entity (Boxall & Purcell, 2016). As an example, hiring and selection ensure that the right individuals are present, training and development enhance the ability of the employees, and performance reviews align the efforts of the workers with the marketing goals. These HRM methods, when used together, give a skilled, motivated and aligned workforce according to the marketing strategy of the company.

This interaction is of great concern to the Bazian Cement Factory, given the competitive and resource-intensive cement industry. Proper HRM policies will help increase the capacity of the factory to adopt different marketing strategies, such as aggressive market expansion and customer interaction through value creation. This research paper aims to provide valuable information on the strategic importance of HRM in achieving marketing success by examining the impact of hiring and selection, training and development and performance evaluation on the implementation of marketing strategies.

2.6 Framework of the study

This framework provides a systematic approach to understanding the impact of the HRM processes of Bazian Cement Factory on the manner in which its marketing plans are implemented. The paper examines the interaction of recruitment and selection, training and development, and performance appraisal in a bid to give practical ideas on how it can be done to enhance HRM processes that would facilitate the successful implementation of marketing strategies.

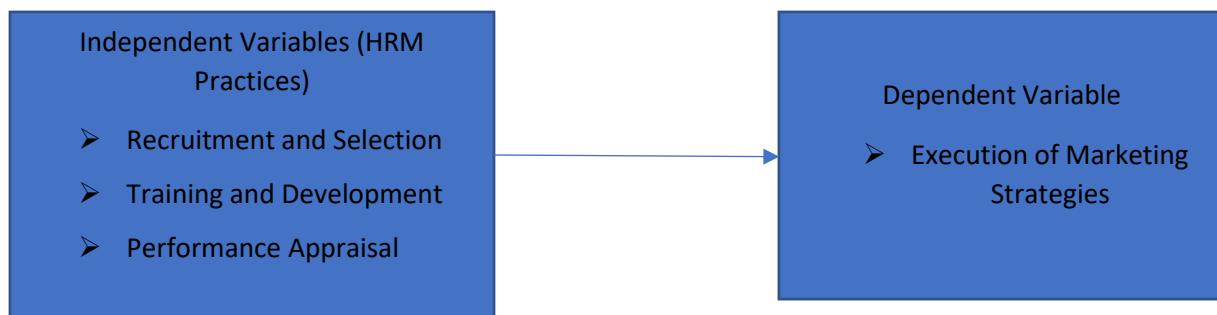


Figure 1: Framework of the study (prepared by researcher)

2.7 Hypothesis

H1: Recruitment and selection processes enhance the implementation of marketing strategies significantly.

H2: Training and development programs have a major impact on enhancing the implementation of marketing strategies.

H3: Performance appraisal systems greatly enhance the implementation of marketing strategies.

H4: HRM procedures (Recruitment and Selection, Training and Development, and Performance Appraisal) combined have a significant effect on the implementation of marketing strategies.

3. Methodology

The current research is a systematic study of the relationship between human resource management policies and the implementation of marketing strategies using the quantitative research design. The quantitative technique is favored since it allows gathering numerical data that can be subjected to statistical analysis, thus making it easier to establish patterns, correlations, and causal relationships (Creswell & Creswell, 2018). A cross-sectional survey design is used to survey the correlations among the variables under investigation, and this provides data at a given point in time.

The target population includes the staff of the Bazian Cement Factory, who will work in different departments. These are production, marketing, human resources and administration. A stratified random sampling method was used to select a sample of 200 employees so that the resulting sample could represent the diversity of department affiliations and hierarchical levels in the organization. The stratified sampling was considered suitable since it is a method that guarantees the adequate representation of all the relevant subgroups in the organization (Saunders, Lewis, & Thornhill, 2019).

The main data collection tool was a structured questionnaire. The instrument comprised three major parts, which were (1) demographic variables (department, role, age, and gender); (2) HRM procedures (performance evaluation, training and development, and recruitment and selection), (Singh, 2004); and (3) implementation of marketing strategies (value, mass, and aggressive) (Noble and Mokwa, 1999). The perception of respondents towards HRM procedures and their effects on marketing strategy implementation was measured on a 5-point Likert scale with 1 being strongly disagree and 5 being strongly agree. Structural Equation Modeling (SEM) was used to analyse the collected data, which

is a multivariate statistical method that enables analysing complex relationships between many independent and dependent variables (Hair et al., 2019).

4. Data analysis and findings

4.1 Demographic Characteristics

The descriptive characteristics highlight the diverse and representative nature of the sample, encompassing variations in gender, age, education, position, and experience.

Table 1: Demographic Characteristics

		Frequency	Percentage
Gender	Female	40	20
	Male	160	80
Age Group	18-24,	50	25
	25-34	60	30
	35-44,	36	18
	45-54,	30	15
	55 and above	24	12
Education Level:	High School	30	15
	Bachelor's	90	45
	Master's	70	35
	Others	10	5
Position/Role	Marketing Executive	40	20
	Marketing Manager	10	5

	Front-line Employee	140	70
	Marketing Specialist	10	5
Years of Experience	<1	70	35
	1-3	90	45
	>3	40	20

In this research, there is a descriptive overview of the demographic features of the participants. The sample is gender-balanced: men make 160 participants, which is 80 % of the total, and women make 40 participants, which is 20 % of the total. In regards to age, most of the participants (30 %) are between the ages of 25 to 34, 25 percent are aged between 18 to 24, 18 percent between 35 to 44, 15 percent between 45 to 54 and 12 percent are 55 years and above. This dispersion indicates a broad age group of the participants. The sample educational experience shows that a good percentage of the sample, 45 %, has a Bachelor's degree, the second highest percentage is the Master's degree (35 %), High School diploma (15 %) and other educational qualifications (5 %). Such a wide educational background indicates the variety of views and experiences in the sample. Looking at the roles or the place of the participants in the firm, most of them are Front-line Employees (70 %), Marketing Executives (20 %), Marketing Managers (5 %) and Marketing Specialists (5 %). This distribution shows that the study has a predominantly operational-level representation, which gives important insights of people of diverse roles. In terms of years of experience, the distribution shows that a significant majority of the participants have 1-3 years of experience (45 %), less than 1 year (35 %) and more than 3 years (20 %). The composition includes both early-career professionals and participants with more developed levels of experience, which allows understanding the issue under investigation in the most comprehensive way.

4.2 Measurement model

The accepted items have acceptable reliability, which is proved by the fact that the value of Composite Reliability is more than 0.7 in all latent variables and the value of AVE is more than 0.5 in all study variables. Table 2 indicates that the latent variables are classified according to their convergence validity. In addition, in the case of the application of the so-called "Cronbach's" test of reliability, all latent values exceed 0.6, which is enough to prove the credibility of the study material. In the discrimination validity, Table 3 shows that the square root of the AVE values is higher than the interstructure correlations of all the variables. Consequently, it can be concluded that the measurement model is very reliable and that its validity in the determination of the variables of the study is reliable and useful.

Table 2: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Recruitment and Selection	0.894	0.922	0.704
Training and Development	0.971	0.973	0.655
Performance Appraisal	0.972	0.973	0.638
aggressive marketing	0.897	0.925	0.711
mass marketing	0.894	0.924	0.704
value marketing	0.936	0.951	0.794

Table 3: Discriminant Validity

	Recruitment and Selection	Training and Development	Performance Appraisal	Aggressive marketing	Mass marketing	Value marketing
Recruitment and Selection	0.841					
Training and Development	0.909	0.807				
Performance Appraisal	0.958	0.958	0.798			
Aggressive marketing	0.887	0.973	0.931	0.842		
Mass marketing	0.864	0.901	0.946	0.876	0.842	
Value marketing	0.808	0.825	0.847	0.793	0.812	0.891

2.3 Hypothesis test

The current research was based on a hypothesis testing design to determine the correlation between the marketing strategy implementation of the Bazian Cement Factory and the Human Resource Management (HRM) policies. In order to test the hypothesized interdependence between the independent variables, performance appraisal, training and development, and recruitment and selection, and the dependent variable, implementation of marketing strategies, the study used structural equation modeling (SEM). The description of the methodology, statistical instruments, and interpretation of the findings are presented below in detail.

The initial hypothesis deals with the recruitment and selection practices that impact the implementation of marketing strategies ($\beta = 0.295$, $p < 0.000$). The effective and consistent recruitment and selection process gave statistically significant and positive coefficients, which implies that effective employee hiring procedures boost the execution of marketing plans. Strategy success is therefore dependent on the recruitment of staff with the necessary competencies and skills.

The second hypothesis is concerned with the effect of training and development on marketing strategy ($\beta = 0.106$, $p < 0.000$). The presence of positive and statistically

significant coefficients with a positive direction of the relationship points to the fact that continuous employee training and professional development increase the ability of employees to implement marketing initiatives. In this way, the implementation of the strategy is also made easier because the capabilities of the workforce are constantly improved to meet the changing market conditions.

The third hypothesis is that the performance appraisal processes that influence strategy implementation ($\beta = 0.110, p < 0.000$). Performance assessment systems are connected with a statistically significant and positive coefficient as they align the performance of the employees with the marketing goals, thus enhancing the execution of the strategic plans.

Lastly, the fourth hypothesis examined the combined impact of the whole set of HRM practices on the implementation of marketing strategy ($\beta = 0.309, p < 0.000$). The positive and significant evidence of this factor shows the need to incorporate and align the HRM activities with marketing activities to achieve effective organizational performance. The results of the structural equation modeling are presented in table 4 and indicate the direct effects of HRM practices on the implementation of marketing strategy.

Table 4: Structural Equation Modeling - direct effect

Hypotheses	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ($ O/STDEV $)	P Values
Recruitment and Selection -> Marketing Strategies	0.295	0.081	3.690	0.000
Training and Development -> Marketing Strategies	0.106	0.028	3.824	0.000
Performance Appraisal -> Marketing Strategies	0.110	0.028	3.975	0.000
HRM Practices -> Marketing Strategies	0.309	0.082	3.768	0.000

4.3 Discussion of Findings

This part shows the results of the study, which discusses the relationship between marketing strategy implementation and Human Resource Management (HRM) policies to each other within the framework of Bazian Cement Factory. The research particularly examines the application of marketing strategies such as aggressive marketing, mass marketing, and value marketing with regard to recruitment and selection, training and development, and performance appraisal. The findings are made on the data collected on 200 employee and analyzed with the help of structural equation modeling (SEM). The findings, their implications, and the ways they are connected to the past studies can be explained in detail below.

The findings indicate that the recruitment and selection processes enhance the manner in which marketing plans are executed to a great extent ($\beta = 0.295$, $p < 0.000$). This means that the effective implementation of marketing plans requires the use of workers who possess the right abilities, dispositions and skills. Good analytical and communication skills, e.g., enable candidates seeking marketing jobs to be in a better position to conduct aggressive marketing campaigns or value-based marketing strategies. This finding is in line with the Resource-Based View (RBV) paradigm, which points out that, in case human resources are rare, valuable, unique and irreplaceable, they can offer a substantial competitive advantage (Barney, 1991). It also confirms the results of Huselid (1995), who found that improved organizational performance is the outcome of effective recruitment and selection practices. The case of Bazian Cement Factory highlights the importance of aligning hiring processes with marketing objectives to ensure that the employees can perform various marketing strategies.

Moreover, the study finds that training and development programs are significant in enhancing the implementation of marketing strategies ($\beta = 0.106$, $p < 0.000$). This implies that continuous training and skill enhancement enable the staff members to adapt to the changing market environments and implement innovative marketing techniques. Customer relationship management (CRM) systems or digital marketing tools training programs, e.g., can empower the staff members to perform the value and mass marketing strategies more effectively. This finding is consistent with the research of Armstrong and Taylor (2020) who are of the view that training and development may be instrumental in enhancing organizational performance and the competence of its staff. It is also consistent with the Human Capital Theory, according to which the improvement of organization outcomes and productivity is the consequence of investment in employee development

(Becker, 1964). The findings indicate the need for ongoing training of Bazian Cement Factory to ensure that employees remain qualified and competitive in the dynamic market.

The results show that the Performance Appraisal systems are very effective in the implementation of marketing plans ($\beta = 0.110$, $p < 0.000$). This means that to make sure that personal efforts contribute to more comprehensive strategic objectives, the performance rating methods will help to align the employee efforts with the marketing objectives of the organization. Examples of this include the possibility that employees will be motivated to conduct aggressive marketing campaigns or focus on delivering value to customers in case their performance appraisals involve rewarding them based on achieving marketing objectives. This finding is in line with the study by Lado and Wilson (1994), who point out the role of performance management in developing skills in organizations. It also supports the Goal-Setting Theory, which argues that clear performance goals and feedback enhance employee motivation and performance (Locke & Latham, 2002). The results of Bazian Cement Factory underline the importance of the development of performance evaluation systems, which are directly connected to marketing objectives.

The study shows that HRM practices in general have a strong positive effect on the execution of marketing strategies ($\beta = 0.309$, $p < 0.000$). Based on this, performance appraisal, training and development, and recruitment and selection, when combined, have a synergistic effect that enhances the general effectiveness of the marketing plan implementation. As an example, the performance of aggressive, mass, and value marketing strategies can be significantly improved through hiring of qualified personnel, providing them with the relevant training, and aligning their work with the marketing goals. This conclusion is consistent with the High-Performance Work Systems (HPWS) theory that argues that a combination of HRM practices enhances organizational performance (Combs et al., 2006). It also supports the conclusions of Guest (2011), who argues that to achieve competitive advantage, organizational strategies have to be aligned with HRM practices. The results indicate that Bazian Cement Factory needs a comprehensive approach to HRM whereby all the processes are aligned to the marketing objectives.

5. Conclusion

This current research study aimed at exploring the relationship between the adoption of marketing strategy and the modern human resource management (HRM) policies in the environment of Bazian Cement factory. In particular, the paper discussed the role of three central HRM practices, such as performance appraisal, training and development, and recruitment and selection, in deploying three different marketing pillars, namely

aggressive, mass marketing, and value-based marketing. An employee sample of 200 in various organizational units picked at random was surveyed to this effect, and the Structural Equation Modeling (SEM), which is a proven way of the systematic study of complex inter-variable relations, was adopted in the analysis of the data. The findings have a significant theoretical impact on experts, and at the same time, they are of practical value to management practitioners regarding how HRM and marketing roles complement each other.

5.1 Recommendations:

- Training Initiatives-Advance Development: Develop special training programs where strategic business alignment and marketing will be given importance. Offer employees chances of continued learning so as to be up to date with the changes in the industry. Institute mentorship programs that would allow junior staff members to learn from the senior staff members.
- Creating Pay Alignment with Marketing Objective: Implement the pay applicable to marketing objectives linked to its key performance indicators (KPIs). come up with a reward system to encourage members of staff to facilitate the marketing plans to be implemented successfully. Increases and promotions should also be according to the contribution of the staff members in terms of attaining strategic marketing objectives.
- Injecting More Worker Participation: Establish a friendly work environment in which employees can freely collaborate and speak openly. Rewards should be offered to employees for their contribution to marketing activities. To identify the hindrances of implementing the strategy, conduct frequent meetings between management and the employees, where employees give feedback to the management.
- Technology as a Method of Integrating Marketing and HRM: Aimed at identifying skills gaps and developing training designed to address them, utilise HR analytics. To ensure a smooth partnership among the members of staff, apply marketing automation tools which can be synchronized with the HR systems. Ensure that the HRM software has the AI functionality that could support better performance-based control and decision-making of talent acquisition.

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