

# The Impact of Human Resource Management Policies on Business and Marketing Strategy Implementation within the Marketing Organization

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## Abstract

*During the last three decades, significant research has been undertaken on the characteristics and relationships of the marketing organization with the implementation of strategies. These are the structure, culture, processes, and influence and leadership characteristics of the marketing institution. However, there has been little attention given to the human resources management policies of the marketing staff. These policies are one of the strongest sensations of people and organizations, when properly implemented, to conduct themselves correctly. In this study, we show that mid-level marketer implementation of HR policies differ substantially in the type of marketing strategy adopted by the companies. Companies with aligned enterprise and marketing strategies have achieved considerably stronger performance than companies with unequalled business and marketing strategies.*

*Keywords: Marketing strategy, management of resources, implementation of marketing strategies, types of strategy, performance*

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## Introduction

The fast marketing, technological or strategic changes continue to make the marketing organization's study important and pertinent since at least 1957.

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The marketing organization's characteristics were specifically studied (Workman Jr et al., 1998). The study focuses on following: marketing policies (Homburg et al., 2012; Olson, 1994; Olson et al., 1995, 2005; Olson & Slater, 2002; Vorhies & Morgan, 2003, 2005), culture, strategy development and implementation development (Deshpandé et al., 1993), for instance: (Atuahene-Gima & Murray, 2004; Slater et al., 2006, 2007, 2011; Slater & Narver, 1993; Slater & Olson, 2000, 2001, 2002). A marketing structure is another important element of the marketing strategy (Jaworski & Kohli, 1993; Vorhies & Morgan, 2005). HRM policies for medium-sized marketing managers represent a major but largely unknown corporate and strategic consideration.

To create a competitive advantage, we first study literature related to marketing policy and HRM. We focus on key categorical HR policies affecting marketing function and the functioning of marketing managers. In response, we will discuss the strategic contingency factors that affect the relative importance of this marketing policy for marketers and the implications of variations in corporate performance overall. Our research design and analysis techniques are then described. Our analysis results, its interpretation and its organizational and scholarly implications are covered in the final section of the manuscript.

Ballantyne (2000) identified the potential benefits of integrating HRM thinking in the marketing sector in the context of an internal marketing concept for the banking sector. Piercy, (1998); Porter, (1980) speculated on the huge advantages of improved HR and marketing collaboration. Four various mechanisms have been identified:

- Customer training redirection,
- Enhanced employee ownership for meetings,
- Customer tracking and employee satisfaction, and
- Customer satisfaction remediation and training measures.

Chimhanzi (2004) has developed and tried a conceptual model with effective HR and marketing ties focusing on marketing strategy's history. Her thesis is that successful strategic implementation is based on everyday activities at all company levels, including marketing. Factors like poor education and poor motivation lead to poor marketing performance. This can be done via isolated HR systems (training, rewards, remuneration, development, assessment).

Similarly, if marketing strategies and plans are developed isolatedly, HR may not understand the marketing function. It is assumed that the effectiveness of the marketing strategy is determined by the extent of the link between HR and marketing and the frequency and non-conflict between the two tasks, written communication and interpersonal communication. Unfortunately, the only positive relationship with the defined results variable was interpersonal communication and the lack of conflict.

Although these studies supported the concept of improving HRM's marketing functions, they are broad guidelines. As a group, there are no reductions in the levels of the specific HRM policies. Policies on staff resources "consist of functions and activities necessary for the effective management of the company's human resources. The main aims of these activities have traditionally been to attract, retain and motivate employees." In this study, we examine middle management policies for selection, education, assessment and compensation, so that those relating to higher business overall results are identified (if not conclusively causal).

Barney (1991) and Barney & Wright (1998) were introducing the first strict concept for competitive advantages "where a company implements a value creation strategy that is not being implemented simultaneously by existing or potential competitors". The competitive advantage, therefore, demands a valuable and rare resource. However, copying the valued and rare value of a source is not easier for competitors. It must also be difficult to imitate and not replace a resource for a sustainable competitive advantage (Balkin & Gomez-Mejia, 1990). According to Barney (1991), first resources include every asset that allows the company to devise and implement strategies including all organizational processes, corporate characteristics, information, knowledge, etc. Wright et al (1994) pointed out the company's possibility to provide a competitive source of benefits "including all of the knowledge, experience, expertise and commitment of its employees." From this study, the main question is how organizational processes for managing human resources facilitate the development of a strategy and its implementation? "People and how we handle them become increasingly important because many more competitive success sources are less strong than they were," argued (Pfeffer, 1992; Pfeffer & Salancik, 2003; Wright et al., 1994, 2001). "The organization, its employees and how they operate

remain as a crucial, differentiating factor" he continues to argue. Many investigations have been published that link the resource-based approach to the function of human resources.

*Selection:* "The most obvious way companies improve their human capital stocks is through the individuals they hire". Snell & Dean Jr. (1992) suggest that businesses with more complex processes need specialized personnel to find the most skilled candidates and recruit them who need more time and resources on the company's side. Higher productivity levels reduce this additional cost.

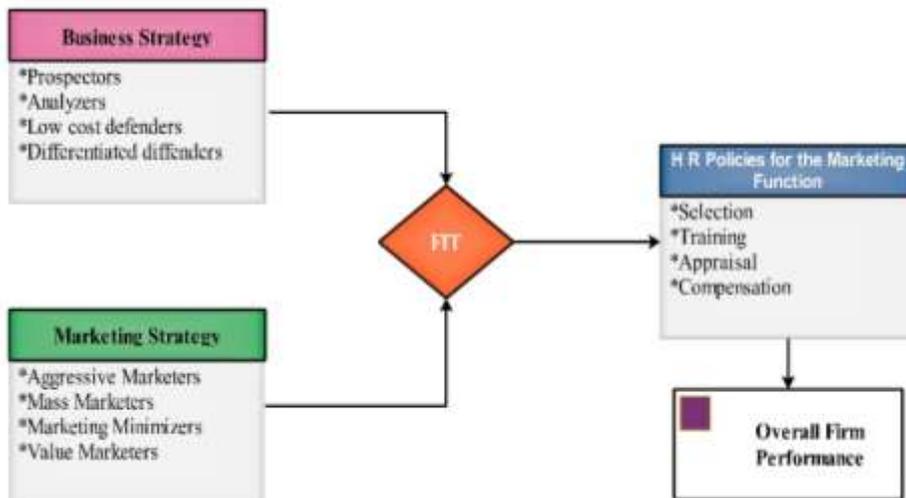
*Training:* Companies invest in education when improved education promises a higher level of productivity than direct training costs (Miles et al., 1978; Snell & Dean Jr, 1992). In addition, investments are more likely in training companies that produce complex goods or services and/or companies that produce rapidly developing products or services.

*Appraisal:* The evaluations of performance have two objectives: administration (for example, which promotes, ends and increases) and development (Hofstede, 1978; Huber & Power, 1985) (e.g. to what extent feedback and the needs for training are taken into account). Becker (1962) says that employee development is useful if enhanced expertise is in line with the commitment to generate extra revenue or to increase productivity above training costs. This concept means, therefore, that if the importance or the impact of decision-making by these staff is potentially increasing, the costs of a thorough assessment by marketing staff are financially reasonable.

*Compensation:* Compensation systems are designed to recompense past conduct and have noted the multidimensional compensation design (Balkin & Gomez-Mejia, 1990; Barney, 1991; Becker, 1962). Three broad categories have been identified: pay strategy, positioning on the market and pay policy. In the wage strategies, the wage mix, its benefits and stimulus are of relative importance. Positioning in the market refers to an above or below the average industry level of payment of certain companies. The pay policy decisions take into account the administrative and procedural criteria of the company in compensating employees (J. B. Barney & Wright, 1998; Wright et al., 2001). Every pay policy measure they include in their study is not explained descriptively (Balkin & Gomez-Mejia, 1990). However, we can infer its significance from the surveys they created for each one. In this study, we have included the following salary policies:

- Risk-sharing (marketing employee income partly depends on the achievement of departmental performance goals),
- Equity Internal (comparable pay across various marketing departments)
- Level Pay
- Pay based on employment (Employees are only paid for educational and senior positions based on employment functions)
- Payment Duration (recognize that long-term outcomes are more important than short-term ones, that projects can span several years, and that long-term connections with key customers are important).
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**Figure 1. Conceptual Models**



*Source: Elaborated by the author*

## 1. Contingency model

Figure 1 shows the theses behind this study's HR marketing policy to vary with applications governed by a general business strategy and that comply with the business strategy adopted in the marketing strategy. This corresponds to the observation of Porter (1980), "Strategic fit among many activities is fundamental not only to competitive advantage but also to the

sustainability of that advantage. It is harder for a rival to match an array of interlocked activities than it is merely to imitate a particular sales-force approach, match a process technology, or replicate a set of product features."

### **1.1. Business strategy**

It focuses on companies in the industry or market competitiveness. Varadarajan & Clark, (1994) and Walker Jr & Ruekert (1987) have developed the two main business strategy frameworks to address the desired rate of change on the product's market (Hambrick, 2003). The study was based on Ruekert & Walker Jr, (1987a) findings, which suggested combining the typologies as well as the Slater et al., (2007) studies, with several studies to validate the hybrid business strategy typologies including Olson, (1994); Olson et al., (1995), (2005); Olson & Slater, (2002); Slater et al., (2007). These covers: prospectors, analyzers, low-cost advocates (rapid second-hand drivers to take advantage of market changes to improve features and services created by market prospectors) (they try to sell out part of the total amount). In this study, we consider (those who attempt to seal a portion of the total market by providing a stable set of products or services of superior quality).

### **1.2. Marketing strategy**

Whether or not the company is supported by its strategy/section and the targets of a large company are largely dependent on the success of this marketing strategy (Walker Jr & Ruekert, 1987). The marketing strategy includes a series of integrated decisions and measures that enable a company to meet its marketing objectives and its customers' value requirements (Cravens, 1998; Varadarajan & Clark, 1994). The marketing strategy focuses on market division and a focused product development strategy and policy strategy (Conant et al., 1990; Huber & Power, 1985; Hunt & Morgan, 1995; Kotler & Turner, 1997; McCarthy et al., 1979). Slater & Olson (2001) Empirical marketing strategy consisted of four alternatives. The following are in this section:

- High quality, innovative and aggressive marketers, premium prices, selected distribution strategies, internal marketing force, public investment and promotional marketing functions.

- Mass marketers: provide a wide variety of products that are largely indifferent and sold at low prices in the intensive marketing system.
- Marketing minimizers: providing the lowest customer services in limited product ranges and innovative and low-price marketing.
- Selective distributors serve value marketers to offer high quality but lower innovative products prices than aggressive, domestic-sales-based markets.

Slater & Olson, (2001) combined business and marketing strategies, showed superior business results (i.e., Fit). The matches have been chosen specifically: marketing aggressors, prospectors, mass analyzers, marketers, cheap advocates, marketing minimizers and leading supporters and value marketers. Although the best combinations are found, companies with a different choice of marketing strategies (e.g., MISFIT, whose marketing strategy has been selected by the mass marketer, minimizer or value marketer) existed for each type of business strategy. They note that they have been optimized (Bund & Carroll, 1957; Conant et al., 1990; Huselid et al., 1997; Katz & Kahn, 1978; Matsuno & Mentzer, 2000; McKee et al., 1989; Olson et al., 2001; Slater & Narver, 1993; Venkatraman, 1990).

### **1.3. Impact of HR policies by business strategy type on the marketing function**

The differences in HR compensation policy were reviewed by Balkin & Gomez-Mejia, (1990) in the format. Three alternative Corporate Strategies (one product, one dominant produced, another associated product) and (growth vs maintenance). You did important research because they were largely descriptive or were not focused on certain tasks (e.g. marketing, operations).

There are two important ways to build on your studies. We concentrate mostly exclusively on marketing. Secondly, we examine HR marketing policies simultaneously in four alternative business strategies and four alternative marketing policies.

Snell & Dean Jr, (1992) and Wright et al., (2001) noted that companies mainly invest in their employees using human resources. However, such investments are not uniform in all companies. Such companies are better

managed varies in human capital investment (Atuahene-Gima & Murray, 2004; Ballantyne, 2000). Marketing research has shown that the relative importance of marketing at least to some extent differs from that of companies with at least one business strategy base (Child, 1972; Collins & Payne, 1991; Cravens, 1998; Giannakis & Harker, 2014).

#### 1.4. The impact of HR policies on the marketing of corporate strategy (fit versus misfit)

"Business and snow business performance is achieved through combining particular marketing strategies with the right types of miles and the proper snow," said (46). Therefore, in each HR mentioned above policies issues, we now explore the difference in the type of business strategy.

**Table 1. Predicted links between the type of business strategy & the marketing HR policies**

	Prospectors	Analysers	Low cost defenders	Differentiated defenders
Selection(importance)	Very high	High	Low	Very high
Training(importance)	Very high	High	Low	High
Appraisal (importance)	Very high	High	Low	High
Compensation				
Salaries	Very high	High	Low	Very high
Benefits	Very high	High	Low	Very high
Incentives	Very high	Very high	Low	Low
Compared to competitors	Very high	High	Low	High
Shared risk	Very high	High	Low	Moderate
Internal consistency	Low	Low	High	High
Merit Based pay	Very high	High	Low	Low
Job-based pay	Low	Low	High	High
Long-term	Very high	High	Low	Moderate

*Source: Elaborated by the author*

The resource theory again underlines that the key to business success is political consideration (for example, prospectors) (i.e., aggressive marketing,

Mass Marketers, Marketing Minimizers, and Value Marketers). For companies who have a key marketing role in the governing coalition, that seems logical. However, if we predict that the average policy measures for HR will be reduced, this may not apply to low-cost advocates. Raises the question of whether it would make sense for companies that follow this strategy, i.e., marketing minimizers, to assume that relatively low total scales are less than malfunctioning. The logical conclusion is that there should be absolutely zero results (e.g., the search process for new marketing hires is 0). This isn't the validity test because new marketing employees are not fully targeted (Conant et al., 1990; McKee et al., 1989; Olson et al., 2001; Slater & Narver, 1993; Venkatraman, 1990). In certain ways, new employees must be identified and recruited. Although we expect overall results to be relatively low for fit Low-Cost Defender companies, we do not see any reason to expect that the results will be lower than for fit Low-Cost Defender companies. Therefore, we expect the average value for Low-Cost Defender businesses to not be different from and misadjusted, except in the case of Job-based Pay.

### **1.5. Selection, training, and appraisal**

Although the selection, training and evaluation activities are very different, they are highly interrelated by their sequence nature. The companies that rely on their marketing functions spend more time, effort, and money choosing new marketing entries than those that depend less on their marketing skills. These companies will also provide extra resources to train marketing personnel in new contracts of marketing. In view of its relative importance to the company's overall success, the management is also committed to evaluating the achievements of the individual marketing staff over the period.

### **1.6. Compensation**

Each company must be reimburse with its marketing personnel. Consequently, there is little useful information on the importance of compensation. Rather, the level of implementation of different pay policies is taken into account. As discussed above, these policies are consistent with three subcategories: salary (salary, benefit, incentive), market positions (in comparison with competitors in marketing departments) and pay policies

(department of risk-sharing, marketing compensation levels), compensation m compensation ( Huber & Power, 1985; Katz & Kahn, 1978; Kotler & Turner, 1997).

Table 2 includes the same HR policy as Table 1. Marketing Policies, However, we are considering these policies incorporate groups under a certain corporate strategy (e.g., Prospectors). In particular, differences in marketing strategy between firms and prospectors which are not enough to compare or apply HR policies (for example, prosecutorial, aggressive markets) are take into account (e.g., Prospectors: Mass Marketers, Marketing Minimizers, Value Marketers) (Hofstede, 1978; Hrebiniak & Joyce, 1985; Huber & Power, 1985; Ittner & Larcker, 1997; Jaworski & Kohli, 1993; Kotler & Turner, 1997). Table 2 shows 48 relationships between fit and fat companies across four kinds of business strategy (selection, training, assessment, and nine compensation policies). In selecting, training and evaluating the processes, we expect that fit firms will be more important and emphasise compensation policy in Table 2.

However, given the small value of small businesses, we do not expect a substantial difference between fitness and malfunctioning companies. There are no expectations of the above HR policies (Atuahene-Gima & Murray, 2004; Bund & Carroll, 1957).

### **1.7. Overall firm performance**

The goals, strategy and market structure of the company should be performance. We follow other marketing strategy researchers' leadership and global performance measures (Slater et al., 2007; Slater & Olson, 2001; Venkatraman, 1990). We use complete business performance despite the nature of the contextual influences (i.e. level to which the company fulfilled expectations, exceeded major competitors and achieved high management satisfaction). The organisation's overall operations are perceived to have taken into account only the prior dimension of the organization (return on assets, sales and sales), as stated by Ittner & Larcker (1997). A strong connection between objective performance data and key informant subjective assessments was identified by Hunt & Morgan,(1995); Morgan et al., (2004);

Vorhies & Morgan, (2003) and Yarbrough et al., (2011) to support the validity of key informant data.

**Table 2. Differences in the importance and application of HR marketing policies between fit and malfunctioning companies in the business strategy type are given.**

	Prospectors & Aggressive Marketers	Analysers & Mass Marketers	Low-cost Defenders & Marketing Minimizers	Differentiated Defenders & Value Marketers
Selection(importance)	Higher	Higher	No difference	Higher
Training(importance)	Higher	Higher	No difference	Higher
Appraisal (importance) compensation	Higher	Higher	No difference	Higher
Salaries	Higher	Higher	No difference	Higher
Benefits	Higher	Higher	No difference	Higher
Incentives	Higher	Higher	No difference	No difference
Compared to competitors	Higher	Higher	No difference	Higher
Shared risk	Higher	Higher	No difference	No difference
Internal consistency	No difference	No difference	No difference	Higher
Merit Based pay	Higher	Higher	No difference	No difference
Job-based pay	No difference	No difference	Higher	Higher
Long-term	Higher	Higher	No difference	No difference

*Source: Elaborated by the author*

### 1.7.1. type of corporate strategy (fit versus misfit)

When the corporate strategy and marketing strategy (Fit) are adequately matches the overall performance of companies should be higher than those that do not comply with their marketing strategies (Misfit)(Yarbrough et al., 2011). Therefore, we predict the following regarding business performance overall:

- Intra-prospective marketers, aggressive markets, value markets; (Misfit).
- Mass marketers (fit) > Aggressive marketers in analyst companies: (Misfit).
- Low-cost advocates can access marketing minimizers > aggressive marketers.

- Company's defence: fit marketers > mass marketers, aggressive marketers, divided advocates (Misfit).

### **1.7.2. Types of corporate strategy (equanimity)**

The idea is that machines provide superior performance in various strategies and that business performance does not all depend on special strategies (Ballantyne, 2000; Rafiq & Ahmed, 1993). Therefore, equipment means free choices or flexible strategies when organizational developers create high-performance organizations (Child, 1972). As a fundamental component in implementing strategy, the HR marketing policy determines superior performance by the requirements of a particular strategy. Therefore, the concept of equivalence considers that each of the above four fit companies is identical to the high overall results. We, therefore, expect to see no significant differences in overall corporate performance among fitness groups (Atuahene-Gima & Murray, 2004; Balkin & Gomez-Mejia, 1990; Bund & Carroll, 1957; McKee et al., 1989; Miles et al., 1978; Morgan et al., 2004; Olson et al., 1995, 2005; Olson & Slater, 2002; Pfeffer, 1992).

## **2. The study**

Query was drafted to look for information on five particular business unit topics to test these proposals:

- 1) What is the HR marketing policy important for employee selection, training and evaluation?
- 2) At which level are the salary strategies: salaries, benefits, incentives, competitive compensation, risk sharing, consistent internal salaries, salaries based on performance, pay based on employment and long-term compensation?
- 3) What are overarching corporate strategies?
- 4) What has been adopted overall marketing strategy?
- 5) What over the past three years has the company (or business unit) achieved?

When the survey was completed, all participants were asked to consider the largest or best-known business unit. We acquired a mailing list of 1250

marketing managers with at least 500 employees in service and production companies across the country (J. Barney, 1991; James & Hatten, 1995; Schuler & MacMillan, 1984; Vorhies & Morgan, 2003; Wright et al., 2001). As key informants, we have selected senior marketers to know of the marketing personnel's HR policies. We have selected a personal letter with a brief study explanation for the list of 30 names with a survey questionnaire and an email envelope payable. We asked people to evaluate their business and financial performance in the last five years. We promised to be anonymous but received no answers (Corey, 1992; Giannakis & Harker, 2014; Gresov & Drazin, 1997).

The questionnaire was subsequently modified. We no longer asked the company or the respondent's division to identify difficult financial details, and we asked the respondent's opinion in the last three years on three general performance questions (Ruekert & Walker Jr, 1987b; Shortell & Zajac, 1990; Slater et al., 2007; Slater & Olson, 2001; Venkatraman, 1990). We included a pre-card with the same overview of performance issues. We asked independent management to provide corporate data access or divided performance data to increase confidence in these subjective responses. For each respondent, the questionnaire and an appendix to the performance of a post-card were ordered. The remaining 1220 new replies were questions received (Gresov & Drazin, 1997). Questionnaires. The second mail was forwarded to the same addresses four weeks later. We received 256 replies from these two mailings. Sixty-six were deemed to be unusable since the performance of the post-card checks was only partially carried out and was not combined with post-card results or the general results reported in line with the results reported (e.g.  $\geq 0$  332) (Piercy, 1998; Rafiq & Ahmed, 1993; Schuler & MacMillan, 1984; Slater & Narver, 1993). This led to 190 questionnaires, which represent a respectable reaction rate of 15.6 per cent. Eleven of them described their business or unit for competitive reactors as a strategy which means that they have not deliberately activated their business or unit (Atuahene-Gima & Murray, 2004; Balkin & Gomez-Mejia, 1990; Bund & Carroll, 1957; Olson et al., 1995; Pfeffer, 1992). These reduced usable responses to 179, representing a response rate of 14.7 per cent. Finally, there were reimbursed 74 non-substantial envelopes, up to 15.6 per cent, well above minimum management thresholds. Of the remaining 179 corporate-

level studies, the Vice Presidents, Directors, Chairs, CEOs or others were completed by a total of 159 (89 per cent) Secondary interviewees were 18.5 and an average of 23.3 years (Collins & Payne, 1991; Vorhies & Morgan, 2005; Wright et al., 1994; Yarbrough et al., 2011).

## **2.1. Description of the measures**

The action was taken on selection, training and evaluation, and this process focused on the benchmarking importance of companies. Compensation measures, by contrast, were taken that took account of eight specific policy actions in three separate HR-compliance dimensions. There are different dimensions: Pay Package design that covers wages, benefits and incentives (Cravens, 1998; Varadarajan & Clark, 1994; Workman Jr et al., 1998) Positioning of the market including pay for competitors Pay policy options such as common risks, domestic pay consistency, performance pay, employment and long-term salary.

The Likert scales of five points were very unobtrusive 1= very strongly agreed on the relevant HR policies or adoption measures, and five = strongly evaluated. The results of Likert 5-point measurements were also assessed on a 1 = well below competition and 5 = well below competitive performance (Becker, 1962; Collins & Payne, 1991; Noble & Mokwa, 1999; Ruekert & Walker Jr, 1987a). While the weaknesses of perceptual actions are widely applied in management research, they are recognized (Conant et al., 1990; Huselid et al., 1997). We found that without the preliminary test answers, there was no other practical way to obtain corporate data. We are also aware that only the links between HR marketing policies and the overall performance of the enterprise are considered (Jaworski & Kohli, 1993; McDaniel & Kolari, 1987; O'sullivan & Abela, 2007; Pfeffer, 1992; Slater & Narver, 1993; Slater & Olson, 2001; Walker Jr & Ruekert, 1987).

## **2.2. Measurement purification**

Cronbach alpha assessed the reliability of each nuclear group. There have been 0.7 ratings or higher for the 11 constructive measures. Afterwards, for rotated factor analysis, Varimax received a group response. The result was a solution with 9-factor values above 1,0, explaining 71 per cent of the

variance. The one factor is defined by the exact correlation between the two structures as the importance of selection and education. Long-term salary is Factor Two. The third factor is defined as wage and benefits, as both constructs are closely linked. The defined Factor Four is salary and market salaries (Menon et al., 1999). An assessment is a five-man factor. The risk is defined as factor six. Factor 7 shall be defined as the consistency of internal compensation. Eight factor defines the salary of employment (J. B. Barney & Wright, 1998; Deshpandé et al., 1993; Hrebiniak & Joyce, 1985; Matsuno & Mentzer, 2000).

### **3. Findings and conclusions**

#### **3.1. Comparison of HR marketing policies by strategy type**

Table 3 shows significant differences between groups of enterprises in all 12 areas of HR policy, which comprised the four alternative business strategies (0.011 and higher). Table 3 shows, in terms of selection, training, evaluation, benefits, payments for the market, as well as long-term compensation, prospectors received the highest score, which is very similar to our forecasts. The lowest score for internal salary prospectors. The lowest margin of selection, training, estimates, salaries, benefits, market pay, risks and merits has been achieved in stark contrast, but as forecast.

For long periods, pay, and pay. Job-based pay for these companies was high as a forecast. Low-cost advocates have moderately high expectation incentives. The highest employment and internal equity levels were achieved by specific defence companies, whereas incentives were the lowest: the most incentives and the lowest employment pay. Analysts and differentiated advocates with significantly higher rates of encouragement, risk, longer-term pay and distinguished advocates with significantly higher salaries, domestic equity and pay rates usually have an intermediate gap between prospectors and defenders.

#### **3.2. Comparison of fit v. misfit firms within business strategy types**

Table 4 shows that 31 of 48 fitness groups were significantly different in direction, whereas six other groups did not show substantial directional differences as expected. Table 4 Shows (Table 2). For prospector enterprises

adopting a marketing strategy (PSS), the mean choice (0,000), training (0,000), evaluation (0,002), wages (0,001), incentive (0,000) and pay were considerably higher (0.000). (0,000). The scores in the other three types of business strategy were higher than those reported by fit companies.

**Table 3. ANOVA among companies based on the business strategy adopted.**

All firms except reactors		N	Mean	Std. Deviation	F	Sig.
Avg. selection	PRO	50	3.6200	0.60135		
P, DD > LCD 0.0	ANL	41	3.4799	0.49479		
A > LCD 0.05	LCD	37	3.1829	0.48115		
	DD	47	3.6069	0.50466		
	<b>Total</b>	<b>175</b>	<b>3.4908</b>	<b>0.54307</b>	<b>3.983</b>	<b>0.009</b>
Avg. training	PRO	50	3.4108	0.54598		
P, A, DD > LCD 0.0	ANL	41	3.099	0.58154		
P > A 0.05;	LCD	37	1.8847	0.41982		
P > DD.1	DD	47	3.1694	0.7111		
	<b>Total</b>	<b>175</b>	<b>2.9489</b>	<b>0.77406</b>	<b>38.239</b>	<b>0</b>
Avg. appraisal	PRO	50	3.4696	0.52245		
P, A > LCD 0.01;	ANL	41	3.3291	0.48437		
DD > LCD 0.05	LCD	37	2.9373	0.38888		
P > DD 0.05	DD	47	3.2319	0.42311		
	<b>Total</b>	<b>175</b>	<b>3.2599</b>	<b>0.48617</b>	<b>6.212</b>	<b>0</b>
Avg. salary	PRO	50	3.4827	0.51626		
P, A, DD > LCD	ANL	41	3.2775	0.52841		
0	LCD	37	2.718	0.46395		
DD > A 0.05	DD	47	3.5826	0.57076		
	<b>Total</b>	<b>175</b>	<b>3.299</b>	<b>0.59437</b>	<b>14.498</b>	<b>0</b>
Avg. benefits	PRO	50	3.4923	0.46743		
P, A, DD > LCD	ANL	41	3.2299	0.51226		
0.001	LCD	37	2.7312	0.46007		
P > A 0.10	DD	47	3.3638	0.61667		
	<b>Total</b>	<b>175</b>	<b>3.2348</b>	<b>0.57214</b>	<b>11.03</b>	<b>0</b>
Avg. incentives	PRO	50	3.3831	0.33874		
P, A > DD 0.000	ANL	41	3.3728	0.45218		
LCD > DD 0.01	LCD	37	3.2048	0.38636		
	DD	47	2.8743	0.44892		
	<b>Total</b>	<b>175</b>	<b>3.2012</b>	<b>0.49558</b>	<b>7.373</b>	<b>0</b>
Avg. market pay	PRO	50	3.0219	0.56659		
P, DD > LCD 0.000	ANL	41	2.7299	0.37877		
A > LCD 0.1	LCD	37	2.4943	0.45091		
P > A 0.05	DD	47	3.968	0.36785		
DD > A 0.05	<b>Total</b>	<b>175</b>	<b>2.8269</b>	<b>0.46398</b>	<b>8.001</b>	<b>0</b>
Avg. risk	PRO	50	3.3781	0.51435		
P, A, DD > LCD,	ANL	41	3.2656	0.59762		
0.000 P > DD 0.000	LCD	37	2.0864	0.31015		
A > DD 0.01	DD	47	2.8777	0.3831		
	<b>Total</b>	<b>175</b>	<b>2.9433</b>	<b>0.63562</b>	<b>40.041</b>	<b>0</b>
Avg. int. equity	PRO	50	2.7834	0.41488		
DD > P 0.01	ANL	41	3.0513	0.51922		
A > P 0.05	LCD	37	2.8759	0.51103		
DD > LCD 0.05	DD	47	3.1535	0.43669		
	<b>Total</b>	<b>175</b>	<b>2.9657</b>	<b>0.48119</b>	<b>3.815</b>	<b>0.011</b>
Avg. merit	PRO	50	3.535	0.49257		
P > LCD 0.000	ANL	41	3.3212	0.57255		
P > DD.05	LCD	37	3.0075	0.62421		
A > LCD 0.05	DD	47	3.2805	0.43669		
DD > LCD 0.05	<b>Total</b>	<b>175</b>	<b>3.3046</b>	<b>0.5317</b>	<b>5.007</b>	<b>0.002</b>
Avg. job-based	PRO	50	2.9239	0.45781		
PAY	ANL	41	2.837	0.41205		
LCD > P, A 0.01	LCD	37	3.2838	0.56261		
DD > P, A 0.000	DD	47	3.343	0.48774		
	<b>Total</b>	<b>175</b>	<b>3.0923</b>	<b>0.50923</b>	<b>7.792</b>	<b>0.000</b>
Avg. long-term	PRO	50	3.4988	0.57991		
PAY	ANL	41	3.1704	0.50376		
P > A 0.01	LCD	37	2.0864	0.72198		
P > LCD, DD 0.000	DD	47	2.843	0.53979		
A > LCD 0.000	<b>Total</b>	<b>175</b>	<b>2.9452</b>	<b>0.77284</b>	<b>44.686</b>	<b>0</b>
A > DD.01		-1				
DD > LCD 0.000		-1				

Source: Elaborated by the author

The average score is either above 4.0 without market payor within an error of around 4.0. As a forecast, fit prospector companies, therefore, place great emphasis on commercialization and spend substantial funds on

marketing workers rather than on the selection, training, and assessment of misfit companies. Wages, benefits and incentives are relatively high in companies that have adopted one of the other three commercial strategies, and overall compensation is more than comparable positions.

**Table 4. Tests of significant differences between fit and misfit firms within business strategy type**

	Prospectors			Analysers			Low-Cost Defenders		Differentiated Defenders			
	Fit n = 32	Misfit n = 19	t/Sig. Dif.	Fit n = 21	Misfit n = 21	t/ Sig. Dif.	Fit n = 22	Misfit n = 16	t/Sig. Dif.	Fit n = 28	Misfit n = 20	t/ Sig. Dif.
Selection	4.24 <sup>-</sup>	3.14	6.11 +	4.14	3.38	5.00 +	3.77**	3.04	4.52 +	4.23	3.42	5.63 +
(S.D.)	(0.576)	(0.598)	0.000	(0.543)	(4.38)	0.000	(0.453)	(0.543)	0.000	(0.472)	(0.517)	0.000
Training	3.98 <sup>-</sup>	3.21	5.38 +	3.65	3.11	2.64 +	2.36 <sup>-</sup>	1.90	2.84 +	3.83	2.92	4.49 +
(S.D.)	(0.508)	(0.650)	0.000	(0.563)	(0.748)	0.012	(0.447)	(0.567)	0.007	(0.563)	(0.878)	0.000
Appraisal	3.96 <sup>+</sup>	3.40	3.21 +	3.94	3.29	4.05 +	3.24 <sup>-</sup>	3.19	0.320	3.68	3.28	2.60 +
(S.D.)	(0.508)	(0.624)	0.002	(0.417)	(0.608)	0.000	(0.473)	(0.583)	0.751	(0.390)	(0.660)	0.012
Salary	3.98	3.40	3.51 +	3.76	3.36	2.08 +	3.07 <sup>*</sup>	2.91	0.828	4.21 <sup>*</sup>	3.38	5.08 +
(S.D.)	(0.589)	(0.567)	0.001	(0.515)	(0.727)	0.044	(0.583)	(0.612)	0.413	(0.499)	(0.646)	0.000
Benefits	3.95 <sup>-</sup>	3.47	3.00 +	3.74	3.29	2.43 +	2.98 <sup>-</sup>	3.06	-0.437	3.93	3.25	3.46 +
(S.D.)	(0.601)	(0.456)	0.004	(0.490)	(0.700)	0.020	(0.523)	(0.680)	0.665	(0.663)	(0.679)	0.001
Incentives	3.92	3.18	4.51 +	3.91	3.41	3.07 +	3.61	3.31	1.84 +	3.14 <sup>*</sup>	3.18	0.189
(S.D.)	(0.541)	(0.606)	0.000	(0.515)	(0.539)	0.004	(0.510)	(0.479)	0.074	(0.636)	(0.494)	0.851
Mkt. Pay	3.64 <sup>-</sup>	2.74	5.78 +	3.19	2.83	3.15 +	2.93**	2.56	2.03 +	3.41	3.03	2.86 +
(S.D.)	(0.599)	(0.421)	0.000	(0.402)	(0.329)	0.003	(0.623)	(0.443)	0.050	(0.432)	(0.499)	0.006
Risk	3.94 <sup>+</sup>	3.19	4.82 +	3.92	3.18	3.86 +	2.35 <sup>*</sup>	2.40	-0.326	3.20	3.10	0.682
(S.D.)	(0.532)	(0.537)	0.000	(0.393)	(0.793)	0.000	(0.333)	(0.561)	0.746	(0.500)	(0.531)	0.499
Int. equity	2.98**	3.21	-1.49	3.38	3.29	0.473	3.29	2.98	1.50	3.61 <sup>-</sup>	3.20	2.62 +
(S.D.)	(0.508)	(0.580)	0.142	(0.669)	(0.635)	0.639	(0.410)	(0.537)	0.143	(0.481)	(0.596)	0.012
Merit	4.04 <sup>-</sup>	3.44	3.78 +	3.97	3.24	3.94 +	3.64 <sup>*</sup>	2.81	4.61 +	3.74	3.32	2.72 +
(S.D.)	(0.547)	(0.556)	0.000	(0.505)	(0.684)	0.000	(0.410)	(0.688)	0.000	(0.562)	(0.477)	0.009
Job-based	3.06 <sup>+</sup>	3.45	2.38 -	3.24	3.00	1.451	4.00 <sup>-</sup>	3.03	5.42 +	3.88	3.28	3.78 +
(S.D.)	(0.606)	(0.468)	0.021	(0.584)	(0.474)	0.155	(0.533)	(0.499)	0.000	(0.555)	(0.525)	0.000
Long term	4.01 <sup>+</sup>	3.39	4.33 +	3.68	3.22	3.30 +	2.26 <sup>-</sup>	2.52	-1.11	3.27	2.92	2.37 +
(S.D.)	(0.467)	(0.536)	0.000	(0.428)	(0.475)	0.002	(0.756)	(0.666)	0.273	(0.529)	(0.494)	0.022

Source: Elaborated by the author

In comparison with its fit peers for the employment-based salary action, Fit Prospector companies also reported the only significantly low score (0.021) in all strategic types. The same companies reported a consistent lower in-house compensation, although the fitness and fitness of the prospectors did not differ statistically. We are therefore of the opinion that marketing workers at these companies are fairly risky, as their value is well measured, and the

success or failure of their efforts cannot be apparent for a considerable time because of the long evolution of new international products.

Management promotes competition at home in such companies and rewards not so old people. The MAS (Fit) analyzer has shown significantly higher select rates (0.000), training (0.012), assessment (0.000), salary (0.044) and incentive rates (0.020), while the remuneration rates have been considerably higher (0.003). (0.002).

These values were considerably greater than that of the three false approaches employed by companies. Like their prospector, these companies have had a comparatively high selection, assessment, incentives, risk and benefit payments. However, they were far below fit prospectors' learning and long-term profits, whereas the internal equity compensation values were considerably higher. With seven out of twelve measures, Fit Analyzer firms were more fit for low-cost advocates, whereas Differentiated Defenders scored more than three out of twelve. We expected no significant difference in HR policies without an employment-based salary because low-cost defence companies are focussing on cost control (0.000).

In all companies following this business strategy, we have taken on the decreasing importance of marketing, as the overall importance of all but one HR marketing policy has fallen. The low costs defence firms have a high selectivity level (0,000), training (0.007), incentives (0.074), market wages (055) and a salary which is worthwhile compared with the three mistakes; (0.000). Nine out of 12 HR-fit marketing measures, however, had an average of less than 3.5, of which five were less than 3.0. We, therefore, understand that those values show that the relevance to low-cost advocates of this policy is moderate at best. The above mean score is merely to pay, incentives and salaries based on employment. These three policies for low-cost defence companies showed the highest overall wage and lowest merit ratings for all companies. This means that marketing staff in such enterprises mainly focus their attention on seniority and/or the extent to which they perform certain tasks instead of measures for financial results.

The incentives are, however, quite high, and the Commission's compensation is based on payment for the merits. These are risky companies. We note that both positions are incoherent. Differentiated defence firms that have adopted VAT marketing strategy (fitness), average choices (0.000),

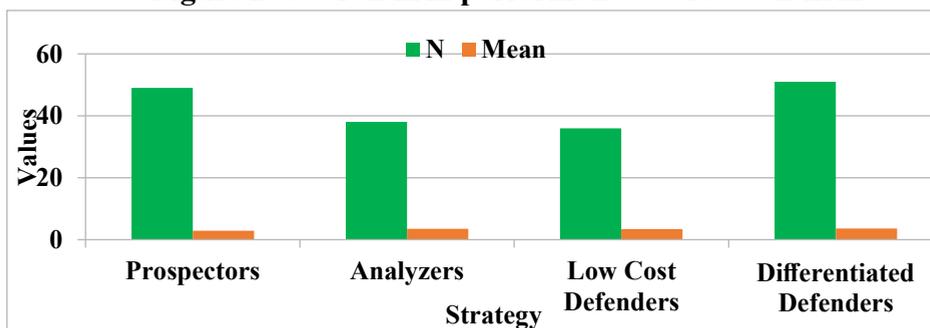
training (0.000), assessment (0.0012; payroll (0.001), benefit (0.001). (0.012). (0.000). Fit Differentiated Defender companies were the most important in all pay and internal compensation groups. Defenders with low costs paid only marginally less than prospectors for selection, training and benefit did.

The lowest income level is achieved by Fit Diversified Defending Companies in sharp contrast. In terms of compensation in the long term, they are significantly below fit prospectors, analyzers and significantly above low-cost advocates. These findings further support the opinion that a distinguished Defenders company's marketing services mainly focus on delivering excellent services and/or products to its existing clients in order to develop and maintain long-term relationships. These companies, therefore, highlight rapid sales and short-term incentives. This means far more play than for low-cost defender fitting companies but less for prospectors or analyzers. Table 4 shows that there were substantial differences in direction for 31 of the 48 fitness groups, while six others did not, as expected, show significant differences. The mean choice (0,000), training (0,000), assessment (0,002)., wages (0,001) and incentives (0,000) and wages were significantly higher for the prospector firms adopting a marketing strategy (PSS) (0.000). (0,000). The values in the other two types of business strategies were higher than the values reported by fit companies.

### 3.3. Overall firm performance/equifinality

Table 5 shows that the overall performance of the company fit strategy (0.000) is substantially greater than the inappropriate companies, thus supporting our projections.

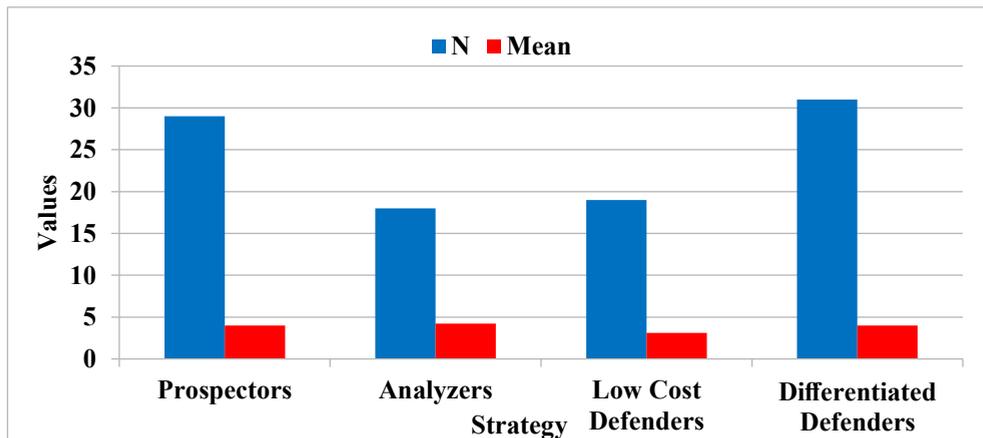
**Figure 2. Overall firm performance scores – all firms**



*Source: Elaborated by the author*

Figure 2 indicates that the overall company performance of alternative business strategy groups does not differ substantially ( $F = 0.881$ ; Sig. 0.452). The overall rating for fit companies using alternative strategies ( $F=0.168$ ; sig. 0.918) showed no significant difference in Figure 3. Therefore, we believe that the data set is the same.

**Figure 3. Overall firm performance scores within fit firms**



*Source: Elaborated by the author*

### 3.4. Limitations

Table 5 shows that the overall performance within the relevant companies of all four corporate strategies is substantially greater (0.000), which supports our prediction. Table 6 shows that in the total corporate performance rate ( $F=0.881$ ; SIG.0.452), there are no significant differences between groups following other business strategies. Figure 3 indicates that there are no significant differences between fit companies pursuing alternative corporate strategies ( $F= 0.168$ ; sig. 0.918). The collection of data is therefore equivalent to our consideration.

**Table 5. Overall firm performance scores between fit and misfit firms within business strategy types.**

	Prospectors			Analysers			Low-cost defenders			Differentiated defenders		
	Fit n=32	Misfit n=19	t/Sig. Dif	Fit n=21	Misfit n=21	t/Sig. Dif	Fit n=22	Misfit n=16	t/Sig. Dif	Fit n=28	Misfit N=20	t/Sig. Dif
Overall Firm Performance (S.D)	4.188 (0.604)	3.140 (0.570)	6.11 (0.000)	4.127 (0.532)	3.095 (0.693)	5.415 (0.000)	4.076 (0.482)	2.75 (0.735)	6.719 0.000	4.131 (0.673)	2.850 (0.841)	6.01 0.00

Source: Elaborated by the author

## Conclusions and recommendations for future research

We note that compensation rates for merit and employment tend to not be mutually compensating. For instance, for one or another of these measures (Low-Cost Defender), high scores were found in a fit enterprise that was following a certain strategy; the other measures were expected to be below. However, this was not always the case. We are asking whether, for example, marketers can be evaluated primarily in the case of low-cost defence companies (i.e. employment), which primarily evaluate and offset salespersons (i.e., Merit-Based).

Despite these constraints, we believe that other researchers are concerned with the results, who studied how staff policies, business strategies and the role of marketing in carrying out corporate strategies. Therefore, by adding our findings to the marketing management and HR Managers, we can commend their processes of selecting, forming, and evaluating and compensating marketing's personnel.

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