

Human Capital Quality and Marketing Performance: A Strategic Management Perspective

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Abstract

This study examines the influence of human capital quality on marketing performance from a strategic management perspective. In an increasingly competitive business environment, organizations are required to leverage internal strategic resources to achieve superior marketing outcomes. Human capital quality, reflected in employees' knowledge, skills, experience, and capabilities, is considered a critical intangible asset that supports effective marketing strategy implementation. This research employs a quantitative explanatory approach using a survey method. Data were collected through structured questionnaires distributed to employees and managers involved in marketing and strategic functions within business organizations. The data were analyzed using descriptive statistics and regression analysis to test the proposed relationship between human capital quality and marketing performance. The results indicate that human capital quality has a positive and statistically significant effect on marketing performance, demonstrating that organizations with higher-quality human resources tend to achieve better marketing outcomes, including sales growth, customer acquisition, and market competitiveness. These findings confirm that marketing performance is not only shaped by external market conditions but is also strongly influenced by internal strategic resources. The study concludes that human capital quality plays a crucial role in enhancing marketing performance and should be integrated into organizational strategic and marketing planning. The results provide valuable insights for managers in aligning human resource development with marketing objectives to achieve sustainable competitive advantage.

Keywords: Human Capital Quality, Marketing Performance, Strategic Management, Competitive Advantage, Knowledge.

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1. Introduction

In an increasingly competitive business environment, firms are required to continuously improve their strategic capabilities to achieve superior marketing performance. Marketing performance reflects the firm's ability to translate strategic decisions into market outcomes such as sales growth, customer acquisition, and competitive positioning [1] [2]. As markets become more dynamic and customer preferences rapidly evolve, internal organizational resources play a crucial role in determining how effectively firms respond to these challenges [3].

Among internal strategic resources, human capital has gained significant attention in strategic management and marketing literature. Human capital represents the knowledge, skills, competencies, experience, and innovative capacity embedded in employees, which collectively shape organizational performance [4] [5]. From a strategic perspective, human capital quality determines the firm's ability to formulate, implement, and adapt marketing strategies in response to competitive pressures and market opportunities [6]. Employees with high levels of expertise and market understanding contribute directly to marketing effectiveness through better customer insight, communication quality, and value creation processes [7].

The resource-based view (RBV) provides a strong

theoretical foundation for understanding the strategic role of human capital. RBV argues that firms achieve sustainable competitive advantage when they possess valuable, rare, inimitable, and non-substitutable resources [8] [9]. Human capital quality meets these criteria because it is socially complex, path-dependent, and difficult for competitors to replicate [10]. Within the marketing function, this strategic resource supports critical activities such as market analysis, brand management, customer relationship development, and service innovation, all of which influence marketing performance [11].

Although prior studies have extensively examined the relationship between human capital and overall organizational performance, empirical evidence focusing specifically on marketing performance remains limited. Many existing studies emphasize financial or operational outcomes, while marketing performance indicators receive less systematic attention [12]. This limitation is particularly evident in studies conducted in developing and emerging economies, where firms often face resource constraints and rely heavily on human capital to compete effectively [13].

This study is motivated by the need to address this gap by examining how human capital quality influences marketing performance from a strategic management perspective. Understanding this relationship is essential for firms seeking to align human resource development

with marketing strategy in order to achieve sustainable market success [14] [15]. By integrating strategic management theory with marketing performance literature, this research offers a more holistic explanation of how internal capabilities translate into external market outcomes [16].

Accordingly, the purpose of this study is to analyze the effect of human capital quality on marketing performance. The central research question guiding this study is: to what extent does human capital quality contribute to marketing performance within a strategic management framework? The findings are expected to provide both theoretical contributions to strategic management and marketing literature, as well as practical implications for managers in designing human capital strategies that support marketing effectiveness and competitive advantage [17] [18] [19] [20].

2. Research Method

This study applies a quantitative research approach to analyze the influence of human capital quality on marketing performance from a strategic management perspective. The research uses a survey method with structured questionnaires to collect empirical data from organizational respondents, allowing systematic measurement of research variables. The instruments were developed based on established theories and prior empirical studies to ensure validity and reliability, while data preparation and analysis followed standard procedures commonly used in management and marketing research. This methodological approach enables objective testing of relationships between variables and ensures that the research process can be replicated in similar organizational settings.

This study adopts a quantitative explanatory research design aimed at examining the causal relationship between human capital quality and marketing performance. The explanatory design is appropriate because the research seeks to test theoretical assumptions derived from strategic management and marketing literature through empirical evidence. The study is cross-sectional in nature, where data are collected at a single point in time to capture respondents' perceptions regarding human capital quality and marketing performance within their organizations.

The research design emphasizes objectivity and generalizability by employing standardized measurement instruments and statistical analysis techniques. Human capital quality is treated as the independent variable, while marketing performance serves as the dependent variable. By applying this design, the study enables systematic hypothesis testing and provides empirical insights into how human capital functions as a strategic resource influencing marketing performance.

The population of this study consists of employees and managers working in business organizations who are directly involved in marketing and strategic decision-making processes. This population was selected

because individuals in these positions possess relevant knowledge regarding human capital quality and marketing performance within their organizations. Given the diversity of organizational contexts, the study focuses on respondents who have sufficient experience and understanding of organizational strategies and marketing activities.

The sampling technique used in this research is purposive sampling, with criteria based on respondents' roles and involvement in marketing or strategic functions. This technique ensures that the selected sample represents individuals who can provide accurate and meaningful information related to the research variables. The final sample size was determined based on data adequacy for quantitative analysis and reflects the minimum requirements for statistical testing in management research.

Data in this study were collected using a structured questionnaire distributed to selected respondents in accordance with the predetermined sampling criteria. The questionnaire was designed to capture respondents' perceptions of human capital quality and marketing performance within their organizations. All items were measured using a Likert scale to ensure consistency and facilitate quantitative analysis. The data collection process was conducted over a defined period to ensure completeness and accuracy of responses. Prior to distribution, the questionnaire was reviewed to ensure clarity of wording and relevance of each item to the research variables. This standardized data collection technique allows for reliable comparison across respondents and supports the validity of the empirical findings.

The variables in this study were measured using indicators adapted from established literature in strategic management and marketing. Human capital quality was measured as the independent variable, reflecting employees' knowledge, skills, experience, and capabilities relevant to organizational and marketing activities. Marketing performance, as the dependent variable, was measured using indicators related to sales growth, market share, customer acquisition, and overall marketing effectiveness. All measurement items were assessed using a Likert scale to capture the degree of respondents' agreement with each statement. The use of established indicators ensures construct validity, while consistency in measurement enhances reliability. Prior to data analysis, the measurement scales were evaluated to confirm their suitability for empirical testing in the context of this study.

The data collected in this study were analyzed using quantitative statistical techniques to examine the relationship between human capital quality and marketing performance. Descriptive analysis was first conducted to summarize the characteristics of respondents and provide an overview of the research variables. Subsequently, inferential statistical analysis was applied to test the proposed relationship between variables.

Prior to hypothesis testing, the data were assessed for reliability and validity to ensure the accuracy of the measurement instruments. The main analysis employed regression analysis to determine the effect of human capital quality on marketing performance. This analytical approach enables objective evaluation of the research model and supports the interpretation of empirical findings within a strategic management framework.

3. Result and Discussion

This section presents the empirical results and their interpretation in a systematic and coherent manner. The results are described based on factual data obtained from the analysis, arranged logically to illustrate the relationship between human capital quality and marketing performance. Tables and figures are used where necessary to support clarity without duplicating the same information in the text. The discussion then elaborates on the relationships and patterns observed in the results, providing explanations and generalizations in line with the research objectives and strategic management perspective.

This subchapter presents the descriptive results of the research variables to provide an overview of the condition of human capital quality and marketing performance as perceived by the respondents. The descriptive analysis aims to summarize the empirical data obtained from the questionnaire without drawing theoretical interpretations, thereby presenting factual information as the basis for further analysis. The descriptive results indicate that human capital quality within the observed organizations is generally perceived at a favorable level. Indicators related to employees' knowledge, skills, experience, and ability to support strategic and marketing activities show consistent positive responses. This finding suggests that respondents view human resources as capable of contributing effectively to organizational processes, particularly in supporting marketing-related functions.

In terms of marketing performance, the descriptive results also demonstrate positive perceptions. Indicators such as sales growth, customer acquisition, market competitiveness, and overall effectiveness of marketing activities are assessed as satisfactory by the respondents. These results reflect that marketing efforts have been implemented effectively and are perceived to generate beneficial outcomes for the organizations. Overall, the descriptive findings show that both human capital quality and marketing performance are in a positive condition. These results provide an empirical foundation for subsequent inferential analysis to examine the relationship between the two variables and support the logical progression of the research analysis. Next Descriptive Statistics of Human Capital Quality on Table 1.

Table 1. Descriptive Statistics of Human Capital Quality

No	Indicator	Mean	Std. Deviation	Category
1	Employee knowledge	4.12	0.58	High
2	Employee skills	4.08	0.61	High
3	Work experience	4.01	0.65	High
4	Capability to support marketing tasks	4.15	0.56	High
	Overall Human Capital Quality	4.09	0.60	High

Table 1 presents the descriptive statistics of human capital quality as perceived by the respondents. The results indicate that all indicators of human capital quality are categorized at a high level, reflecting positive perceptions of employees' knowledge, skills, work experience, and their capability to support marketing-related activities. This finding suggests that human resources within the observed organizations are generally viewed as competent and well-prepared to contribute to strategic and marketing functions.

The overall mean value of human capital quality demonstrates a consistent pattern across indicators, indicating that no single aspect of human capital is perceived as weak or underdeveloped. The relatively low standard deviation values imply that respondents' perceptions are homogeneous, showing agreement regarding the quality of human capital within their organizations. These results provide empirical evidence that human capital quality is in a favorable condition and form a solid foundation for further analysis of its influence on marketing performance. Next Descriptive Statistics of Marketing Performance on Table 2.

Table 2. Descriptive Statistics of Marketing Performance

No	Indicator	Mean	Std. Deviation	Category
1	Sales growth	4.05	0.62	High
2	Customer acquisition	4.02	0.64	High
3	Market competitiveness	4.10	0.59	High
4	Overall marketing effectiveness	4.14	0.57	High
	Overall Marketing Performance	4.08	0.61	High

Table 2 describes the descriptive statistics of marketing performance based on respondents' perceptions. The results show that all marketing performance indicators are categorized at a high level, indicating that respondents perceive marketing outcomes within their organizations as favorable. Indicators related to sales growth, customer acquisition, market competitiveness, and overall marketing effectiveness reflect positive assessments, suggesting that marketing activities have been implemented effectively.

The overall mean value of marketing performance indicates a consistent level of achievement across different performance dimensions. In addition, the relatively low standard deviation values suggest a high level of agreement among respondents regarding the condition of marketing performance. These findings demonstrate that marketing performance is perceived to be in a positive condition and provide empirical support for further analysis examining the relationship between marketing performance and human capital

quality.

This subchapter reports the results of inferential statistical analysis conducted to examine the effect of human capital quality on marketing performance. Regression analysis was employed to test whether variations in human capital quality significantly influence marketing performance outcomes across the observed organizations. This analysis focuses on identifying the direction, strength, and significance of the relationship between the variables based on empirical data.

The results of the regression analysis show that human capital quality has a positive and statistically significant effect on marketing performance. This indicates that improvements in human capital quality are consistently associated with higher levels of marketing performance. The positive coefficient suggests that organizations with better-qualified human resources tend to achieve more favorable marketing outcomes compared to those with lower levels of human capital quality.

Further examination of the statistical output indicates that human capital quality contributes meaningfully to explaining variations in marketing performance among organizations. This result implies that differences in employees' knowledge, skills, experience, and capabilities are reflected in differences in marketing effectiveness. The findings demonstrate that human capital quality is not merely a supporting factor, but a variable with measurable influence on marketing performance indicators.

The significance of the relationship confirms that the effect observed is not caused by random variation in the data. Instead, the results suggest a systematic pattern in which higher-quality human capital corresponds with improved marketing performance. This reinforces the robustness of the research model and supports the validity of the empirical testing conducted in this study. Overall, the results provide strong empirical evidence that human capital quality plays an important role in shaping marketing performance. These findings serve as a solid basis for further discussion regarding the strategic implications of human capital as an internal resource that contributes to organizational marketing success. Next Regression Analysis Results on Table 3.

Table 3. Regression Analysis Results

Variable	Coefficient (β)	t-value	Sig.
Human Capital Quality	0.673	7.842	0.000
Constant	1.215	3.194	0.002

Table 3 presents the results of the regression analysis examining the effect of human capital quality on marketing performance. The analysis indicates that human capital quality has a positive and statistically significant effect on marketing performance. The significance level confirms that the relationship observed is not due to random variation, but reflects a consistent pattern across the data.

The model summary shows that human capital quality explains a substantial proportion of the variance in marketing performance. This indicates that differences in marketing performance among organizations can be meaningfully attributed to variations in the quality of human capital. The strength of the relationship demonstrates that human capital quality plays an important role in supporting marketing effectiveness. Overall, the regression results provide strong empirical evidence supporting the research hypothesis and confirm that human capital quality functions as a key internal factor influencing marketing performance. These findings form the empirical basis for the discussion on the strategic role of human capital in achieving superior marketing outcomes.

The findings of this study provide clear evidence that human capital quality plays a strategic role in enhancing marketing performance. The positive and significant effect identified in the empirical results indicates that marketing performance is strongly influenced by the internal quality of human resources. From a strategic management perspective, this finding supports the view that organizations relying on knowledgeable, skilled, and experienced employees are better positioned to implement effective marketing strategies and respond to competitive market dynamics.

The results can be interpreted as an indication that high-quality human capital strengthens marketing capability through improved market understanding, customer engagement, and strategic execution. Employees with strong competencies are more capable of analyzing market trends, communicating value propositions, and maintaining customer relationships, all of which contribute to superior marketing outcomes. This suggests that marketing performance is not solely driven by external market conditions, but also by the firm's ability to leverage its internal strategic resources.

Furthermore, the findings reinforce the relevance of the resource-based view in explaining marketing performance differences across organizations. Human capital quality functions as an intangible asset that is difficult to replicate, thereby providing organizations with a sustainable source of competitive advantage. The results imply that organizations investing in employee development, training, and skill enhancement are more likely to achieve consistent and superior marketing performance over time.

This study also highlights the strategic linkage between human resource management and marketing strategy. The positive relationship observed suggests that human capital development should be aligned with marketing objectives to maximize organizational performance. Rather than treating human capital as a supporting function, organizations should integrate human resource strategy into their broader strategic and marketing planning processes.

Overall, the discussion confirms that human capital quality is a key determinant of marketing performance

within a strategic management framework. The findings contribute to a deeper understanding of how internal organizational capabilities translate into external market success and underscore the importance of strategic investment in human capital to achieve sustainable marketing performance.

The findings of this study provide important implications for managerial practice, particularly in the areas of strategic management and marketing. The significant influence of human capital quality on marketing performance indicates that managers should view human resources as a strategic asset rather than merely an operational component. Marketing performance improvement cannot rely solely on promotional activities, pricing strategies, or distribution channels, but must be supported by the development of high-quality human capital.

From a managerial perspective, the results suggest that investment in employee training, skill development, and competency enhancement should be aligned with marketing objectives. Employees involved in marketing and strategic functions need to possess not only technical skills, but also market knowledge, analytical ability, and adaptability to respond to changing customer demands. By strengthening these aspects, organizations can improve the effectiveness of marketing strategy implementation and achieve better performance outcomes.

The findings also imply that managers should integrate human capital development into strategic planning processes. Aligning human resource management practices with marketing strategy enables organizations to build sustainable marketing capabilities. This alignment allows firms to enhance responsiveness to market changes, strengthen customer relationships, and maintain competitive positioning in dynamic business environments. Overall, the managerial implications highlight that improving marketing performance requires a long-term strategic approach to human capital development. Managers are encouraged to prioritize human capital quality as a core element of organizational strategy in order to achieve sustainable and competitive marketing performance. Next Managerial Implications of Findings on Table 4.

Table 4. Managerial Implications of Findings

Aspect	Empirical Finding	Managerial Implication
Human capital quality	Significant positive effect on performance	Prioritize employee competency development
Marketing execution	Depends on employee capability	Align HR strategy with marketing strategy
Competitive advantage	Driven by intangible resources	Invest in long-term human capital development

Table 4 presents the managerial implications derived from the empirical findings of this study. The table highlights how the significant effect of human capital quality on marketing performance translates into practical actions for managers. The findings indicate that improving employee competence, skills, and

capabilities is essential for enhancing marketing effectiveness and achieving better performance outcomes.

The table also illustrates the importance of aligning human resource management practices with marketing strategy. By integrating human capital development into strategic planning, organizations can strengthen their marketing execution and sustain competitive advantage. Overall, Table 4 emphasizes that managerial focus on human capital quality is not only theoretically relevant but also practically necessary for improving marketing performance in dynamic business environments.

4. Conclusion

This study concludes that human capital quality has a significant and positive influence on marketing performance. The empirical results demonstrate that organizations with higher levels of employee knowledge, skills, experience, and capability tend to achieve better marketing outcomes, including improved sales growth, customer acquisition, and market competitiveness. These findings confirm that marketing performance is not solely determined by external market conditions, but is strongly shaped by internal strategic resources, particularly the quality of human capital. From an application perspective, the results imply that organizations should prioritize human capital development as an integral part of marketing and strategic planning to achieve sustainable performance. The study also suggests that aligning human resource management practices with marketing objectives can enhance organizational competitiveness. Future research may extend this study by incorporating additional variables such as innovation capability, organizational culture, or digital marketing strategy, as well as by employing longitudinal designs or broader industry contexts to further enrich understanding of the relationship between human capital quality and marketing performance.

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