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## **Editorial: Convergence of human factors and marketing-mix to improve organisational performance**

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Technology has contributed considerably in augmenting the performance in the products and services organisations today. However, human factor yet plays significant role in developing organisational performance and sustainability. Learning organisations motivate employees in improving their capabilities and competencies by engaging them in mapping innovation in management, and improving administrative processes to optimise the cost-time-risk (CTR) effects and improve organisational performance. The CTR effects have direct relations with the employee engagement, and reducing the stress level to improve individual and team performance in an organisation. However, focusing on employee capability in terms of profit contribution to organisations may tend to lower the organisational performance. Most organisations consider employee capabilities and competence as a monetary parameter. Blending tangible (financial gains) and intangible (employee capability and competence) aspects, such short-term cost factors and unrealistic productive measures, in many cases, would lead to only limited successes (Zink, 2008). Therefore, the contribution of human factors in a business organisation needs to be viewed holistically to comprehend a sustainable success.

While some organisations support employees in capacity building through continuous learning by imparting knowledge and skills on applied training programs, the multi-tasking and multiple reporting systems in organisation counter the employee capabilities and competencies. Successful products and services organisations like Proctor and Gamble, General Electric Company, Cisco, and AT&T formulate human resource policies in a timely fashion to promote employee capabilities and organisational competitiveness (Tam and Gray, 2016). Continuous learning improves employees' capabilities, which in turn improves work efficiency and satisfaction in an organisation. Employee satisfaction has a direct positive relationship with the importance of work activity. Employees' capability and motivation are also highly correlated, which affect the organisational performance in totality. Hence, employees capability supported by appropriate rewards increases employee commitment and value creation in the organisation. Such value chain links human factor in improving the organisational performance and sustainability in the competitive marketplace (Tam, 2015).

Marketing strategies in products and services organisations have grown wide apart from the conventional paradigm due to the rapidly changing technology. In addition, increasing market competition, globalisation, and localisation have altered the rules of game, and enforced advanced marketing-mix over the conventional strategy practices. The new elements of marketing-mix possess 11Ps comprising the conventional 4Ps

including product, price, place, and promotion. In addition, 5Ps including packaging, pace (competitive dynamics), people (front liners in marketing), performance, and psychodynamics (peer-to-peer, word or mouth, or the grapevine effect) constitute the extended operational factors of marketing-mix. The additional 2Ps known as corporate factors involve posture (corporate image) and proliferation (product and market diversification). This new marketing-mix concept has become an essential part of marketing practices of multinational companies (Rajagopal, 2016).

In the advanced marketing-mix discussed above, two elements-people and psychodynamics exhibit the involvement of human factor in driving market competitiveness, and performance of marketing organisations. People-based marketing, which includes salespeople, referrals, potential buyers, and users, has historically been the foundation of marketing, and has been reinforced by the companies as a reality of globalisation. The evolution of human factor in the marketing ecosystem has created the scope of consumer-to-consumer marketing by creating the pull-effect in the market and reducing the cost of marketing for many consumer products companies like Coca-Cola and PepsiCo. The people-led marketing practices help in increasing demand for products and services by creating the brand-pull. However, involvement of people in business also brings complexity. People on social media get engaged in non-controllable communications, which may damage brands, corporate policies, and corporate reputation. The engagement of consumers on social media triggers psychodynamics, which flows with the 'likes' and 'dislikes' of user generated contents irrespective of brand commitment and corporate policies. Therefore, people contribute multi-touch attributes (Stuart et al., 2017) in driving the market forces and organisational performance.

The various dimensions of marketing-mix should be viewed as the pedals that deliver a human touch over the robotic responses to improve perceived value among consumers. Such marketing approach, blending human factor with the technology, helps in restoring human values and building affinity towards brands and companies. Managing human values in the hybrid contexts can deliver valuable insights on reorienting various perspectives on organisational performance, and grow organisation within the proximity of human elements comprising employee engagement, employee capabilities and competencies, consumer value and satisfaction, loyalty, and commitment to the firm (Ganguli and Roy, 2010).

This issue of the journal includes five research papers, which focus on the topics of brand communities and word-of-mouth, marketing-mix decisions in baking services, corporate social responsibility in service industry, human factor in services organisations, and the drifts in services operations. The papers appearing in this issue represent research contributions spatially spread across Latin America and North America, Middle-eastern region, India and Taiwan. The discussion in the papers include consumer-centric marketing, corporate social responsibility, employee stress and efficiency in a multi-tasking workplace environment, and marketing research propositions with focus on cooperative and non-cooperating services operations. We hope that anthology of the research papers published in this issue will enrich the existing literature and stimulate future research.

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