

RESILIENT BUSINESSES FOR SUSTAINABILITY

Advances in Human Resource
Management and Marketing,
Part B

Edited by Rajnish Kumar Misra,
Shriram A. Purankar, Divya Goel,
Shivani Kapoor and Ridhima B. Sharma

ADVANCED SERIES IN
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VOLUME 34B

RESILIENT BUSINESSES FOR SUSTAINABILITY

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ADVANCED SERIES IN MANAGEMENT VOLUME 34B

**RESILIENT BUSINESSES FOR
SUSTAINABILITY: ADVANCES
IN HUMAN RESOURCE
MANAGEMENT AND
MARKETING, PART B**

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INVESTOR IN PEOPLE

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RESILIENT BUSINESSES FOR SUSTAINABILITY: ADVANCES IN HUMAN RESOURCE MANAGEMENT AND MARKETING: AN OVERVIEW

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In the rapidly changing global business landscape, the ability of organizations to adapt and thrive amid challenges has become crucial for long-term success. Resilient businesses not only weather uncertainties effectively but also contribute to sustainability by ensuring continuity, growth and positive social impact. Two key functions that play pivotal roles in building resilience are Human Resource Management (HRM) and Marketing. This essay explores how these functions are interconnected and contribute to the resilience and sustainability of businesses.

HRM is a strategic function that goes beyond traditional personnel management. In the context of building resilient businesses, HRM plays a crucial role in developing a workforce that can navigate uncertainties, adapt to change and contribute to organizational sustainability.

1. TALENT ACQUISITION AND DEVELOPMENT

Effective HRM begins with acquiring and developing the right talent. Resilient businesses prioritize hiring individuals with not only the required skills but also the ability to adapt and innovate. HRM practices such as continuous training, mentorship programs and leadership development contribute to creating a workforce capable of overcoming challenges ([Dessler, 2019](#)).

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2. EMPLOYEE WELL-BEING AND ENGAGEMENT

A resilient workforce is one that is motivated, engaged and feels supported. HRM practices focusing on employee well-being, work–life balance and open communication channels foster a positive organizational culture. Engaged employees are more likely to proactively contribute to overcoming challenges and supporting the company’s sustainability efforts (Harter et al., 2020).

3. CHANGE MANAGEMENT

In a dynamic business environment, change is inevitable. HRM is responsible for leading effective change management initiatives. Whether it’s technological advancements, market shifts or organizational restructuring, HR professionals play a vital role in helping employees adapt to change. A well-managed change process enhances organizational resilience (Cameron & Green, 2015).

4. MARKETING FOR RESILIENCE

Marketing is not just about selling products or services; it’s about creating value for customers and building strong, lasting relationships. In the context of resilience and sustainability, marketing is instrumental in developing a brand that can withstand challenges and contribute positively to society.

5. CUSTOMER-CENTRICITY

Resilient businesses are customer-centric, understanding and meeting the evolving needs of their target audience. Marketing strategies that prioritize customer satisfaction, feedback loops and personalized experiences contribute to building a loyal customer base that supports the business during tough times (Kotler et al., 2021).

6. INNOVATION AND ADAPTATION

Marketing is at the forefront of innovation and adaptation. Resilient businesses continuously evolve their products, services and marketing strategies to stay relevant in the market. Marketing research and analysis contribute valuable insights, enabling businesses to anticipate changes in consumer behaviour and market trends (Lambin, 2018).

7. BRAND MANAGEMENT AND REPUTATION

The reputation of a business is a valuable asset, especially during challenging times. Marketing professionals are responsible for managing and enhancing the brand image. A strong and positive brand reputation not only attracts customers but also instills confidence in stakeholders, contributing to the overall resilience of the business (Keller, 2013).

8. INTERCONNECTED ROLES: HRM AND MARKETING COLLABORATION

While HRM and Marketing are distinct functions, their collaboration is essential for building resilient businesses. The alignment of HR and Marketing strategies ensures that internal and external aspects of the organization work cohesively to achieve sustainability.

9. EMPLOYER BRANDING

The intersection of HRM and Marketing is evident in employer branding. A resilient business needs to attract and retain top talent. Marketing strategies are employed to create an appealing employer brand, showcasing the organization as a great place to work. HRM then ensures that the internal organizational culture aligns with the external brand image, creating a cohesive and attractive workplace (Backhaus et al., 2017).

10. INTERNAL COMMUNICATION

Effective communication is key to resilience. HRM and Marketing collaborate to ensure that internal communication is clear, transparent and align with the organization's values and goals. This collaboration enhances employee engagement and ensures that employees understand their roles in achieving marketing and organizational objectives (Argenti, 2018).

11. CRISIS MANAGEMENT

During times of crisis, the collaboration between HRM and Marketing is crucial. HR professionals are responsible for managing internal crises, such as workforce challenges, while Marketing professionals address external crises affecting the brand image. A coordinated effort ensures that the organization presents a united front to both internal and external stakeholders (Coombs, 2014).

In conclusion, the role of Human Resource Management and Marketing in building resilient businesses for sustainability is intertwined and essential for the long-term success of organizations. HRM ensures that the workforce is equipped with the skills, mindset and support needed to navigate uncertainties, while Marketing focuses on creating value for customers, adapting to change and managing the brand's reputation. The collaboration between HRM and Marketing creates a holistic approach to resilience, aligning internal and external strategies for organizational success. As businesses continue to face unprecedented challenges, the integration of HRM and Marketing practices becomes even more critical. The symbiotic relationship between these functions strengthens the organizational fabric, fostering adaptability, innovation and a positive impact on society. In the pursuit of sustainability, businesses must recognize the interconnectedness of HRM and Marketing, leveraging their combined strengths to build resilient and enduring enterprises.

The book is divided into two sections namely the following with suitable chapter included to elucidate the section:

- (1) Section 1: *Role of Human Resource for sustainability*
- (2) Section 2: *Marketing for Building Resilient Businesses*

12 Section 1: Role of Human Resource for Sustainability

Organizational sustainability and its integration with human resource function has been the focus of researchers for two decades now with the pioneering work done by [Boudreau and Ramstad \(2005\)](#). Existing literature suggests numerous challenges for human resource professionals for creation of a sustainable organization that caters to all the three pillars of sustainability, i.e. economic, social and environmental aspects.

In order to accomplish the goal of organizational sustainability, human resource policies should focus on a long-term and systematic approach that can lead to the achievement of economic, social and environmental sustainability ([Yong et al., 2020](#)). In the given context, this section of the book presents different perspectives highlighting the role of women labour workforce, industrial relation and humanizing practices in achieving the goal of sustainability.

Labour welfare as a part of industrial relations plays an important role in the context of industrial growth. In line with this, Chapter 2 delineates the industrial relations in Kerala newspaper industry. This chapter highlights that leaders were not at all satisfied with any of the facilities except for safety practices for the employees and the grievance handling process. The authors emphasize that the welfare measures such as housing schemes, medical facilities, educational facilities, recreational facilities and counselling facilities need to be implemented as statutory measures.

Business organizations experienced numerous challenges during COVID-19 for which the leaders prepared contingency plans for maintaining business operations. In line with this, Chapter 3 presents the insights on the personal and professional problems experienced by remote working employees of a Non-Financial Banking company along with the strategies used by human resource professionals of the company to handle the challenge by initiating responsive humanistic management practices.

In the same context, Chapter 4 presents a bibliometric review of employee happiness at the workplace. Authors emphasize that workplace happiness is an important dimension for retention of employees and to promote resilience at the workplace. This chapter also highlights that there is a rise in publication after 2018, and most of the studies were done in India, the United States and Malaysia. Authors also suggest that employee's happiness at the workplace can be boosted by using strategies like care and respect for employees; providing proper work-life balance; maintaining transparency, honesty and credibility; recognizing and rewarding employees; encouraging open communication; and most importantly creating a culture that is congenial and trustworthy.

Learning organizational culture plays an important role in achieving organizational resilience and sustainability. Chapter 5 focuses on this aspect and analyzes the significance of human capital in fostering company resilience through the process of learning. This chapter suggests that a learning organization has the capacity to promptly and effectively respond to unexpected events, crises and challenging conditions. The implementation of ongoing learning initiatives fosters employee engagement and enhances the overall resilience of the organization.

Labour force participation has an important role in achieving the organizational goals of sustainability. Women workforce participation has always been an area of concern. In this context, Chapter 6 highlights the role of female labour force participation in building resilient businesses. This chapter examines top performing firms and sectors that survived the pandemic, key characteristics of business resilience and characteristics of women's labour and their role in building business resilience. A framework is also presented to

discuss how female labour force participation can contribute to different sectors in order to build resilient businesses.

The challenges of the volatile business world and competitive advantage can only be dealt with highly engaged employees. Chapter 7 highlights the linkage between employee perception of the Corporate Social Responsibility (CSR) dimensions and dimensions of employee engagement. The study suggests that the organizations should consider CSR as a strategic investment for the organization instead of a mode of corporate philanthropy since all the three dimensions of CSR, i.e. philanthropic activities, ethical and environmental aspects of the organization do lead to intellectual, social and affective engagement among employees.

13 Section 2: Marketing for Building Resilient Businesses

Marketing for sustainability may initially seem like a paradox, but it gains significance when businesses undergo transformation through innovation and technology (Lim, 2016; McDonagh & Prothero, 2014). These tools are enablers to understand and address sustainability needs effectively, ensuring that aspirations are not only acknowledged but also met, hence creating resilient business practices (Dermody et al., 2015).

Marketing approach initially targeted sectors facing evident environmental risks and concentrated solely on environmental concerns in the context of sustainability which has evolved over time; this section of the book thus explores different concepts from Green Marketing to Consumer's Sustainability Consciousness to address the complexity of the issues involved from marketer's perspective (Lim, 2017).

Chapter 8 delves into Higher Education Institutes and University's promotional strategies, specifically through social media, to foster enduring connections. This chapter explores the impact of social media promotions on students' choices of educational institutions. The findings highlight the importance of gaining new followers, showcasing prominent content and engaging with stakeholders to establish lasting connections within the educational environment. These insights provide a foundation for crafting resilient social media marketing strategies for higher education institutions.

Chapter 9 scrutinizes the role of sustainable purchase intention and post-purchase dissonance in connecting consumers' sustainability consciousness to consumer evangelism. Given the pervasive influence of social media, trusted recommendations from reliable sources become crucial in co-creating products. In this chapter, the author intricately investigates consumer behaviour, accentuating the equilibrium between economic growth and socio-environmental well-being. It contributes valuable insights for marketers seeking successful strategies in catering to sustainability-conscious consumers.

Chapter 10 addresses the escalating significance of mobile fitness applications. Recognizing user retention and engagement as pivotal to commercial success, the research comprehensively explores the impact of digital innovations, gamification, artificial intelligence (AI) and machine learning (ML) on user interactions. It underscores the interplay between gamification, AI/ML and technology adoption in influencing user engagement and intent to use.

Chapter 11 investigates the transformative influence of digital marketing practices on the performance of manufacturing enterprises in Delhi-NCR. By scrutinizing the perceived benefits and challenges of digital marketing, the study identifies a crucial correlation between the strategic utilization of digital marketing and enhanced business performance. The findings underscore the role of digital marketing in not only increasing awareness

among consumers and industries but also in facilitating its implementation across diverse businesses.

Chapter 12 is all about the profound impact of the COVID-19 pandemic on consumer behaviour, prompting a significant shift towards e-commerce. It examines the transformative effects of the pandemic on customer buying behaviour and contributes insights essential for businesses looking to adapt and thrive in the changed economic landscape.

Chapter 13 employs a bibliometric analysis to assess the landscape of luxury marketing research in the emerging economy of India over a span of 21 years. With the surge of the upper-middle class in India, the study highlights a notable dearth of scholarly research in these domains. This chapter spotlights a substantial scope for future research within the realm of Indian-grown luxury brands, aligning with the theme of building resilience in the dynamic luxury marketing landscape.

While we recognize the wealth of literature on sustainable, green, environmental and ethical marketing, our effort here is to distill a complex and multifaceted topic. Further research on the perspectives and opinions of consumers regarding sustainability marketing, as well as its implementation by marketing professionals, demands continued attention within the overarching theme of building resilience in marketing practices.

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SECTION 1

ROLE OF HUMAN RESOURCE FOR SUSTAINABILITY

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