

The Impact of Your Leadership in Human Resource Management: An Exploratory Study on the Oil Marketing Company

Azhar Ragheb Mahmood¹, Intisar Ragheb Mahmood², Thakaa Faiq Abd³

¹Ibn Sina University of Medical and Pharmaceutical Sciences, azhar.r@ibnsina.edu.iq

²I.D.C, nona.raqb@gmail.com

³Ibn Sina University of Medical and Pharmaceutical Sciences, Thakaafaiq@gmail.com

Abstract

The importance of the marketing function at board level is often underestimated and its role in driving change in HR is often undervalued. This research examines how marketing can partner with organizational leadership for a mutually beneficial exchange of marketing skills and capabilities to be able to realign human resources quickly enough to deal with shifts in the external business environment and create a sustainable future for the business. The current research explores the concept of “marketing leadership” from an interpretive perspective that challenges the traditional view of marketing and leadership as two separate domains and offers a comprehensive approach to human resource management. The descriptive survey method was used for this research, and the research population was the oil marketing company. The current research assumed that marketing leadership affects human resources management. The research concluded that marketing leadership greatly affects human resources management and its dimensions, with an average effect of (0.52). This indicates a high and significant impact of marketing leadership on human resources management.

Keywords: marketing leadership, human resources management.

1. Introduction

Marketing literature in recent decades has increasingly reflected the need for marketing to lead change in human resource management. Most of the existing literature limits marketing to the functional marketing mix. There is recognition that marketing needs to be examined beyond a functional perspective. Marketing must take a new position and rethink its fundamental relationship with all aspects of the organization and its external environment. The current research attempts to create a new, transformative concept of entrepreneurial marketing based on the integration of two fields: leadership and marketing, and their relationship in human resources management. The study explores the role that marketing plays in leading change in human

resources. Marketing practices quickly become outdated if they are not compatible with market needs. Companies need to align internal and external perceptions of their brands with HR competencies. Before determining the role that marketing leadership plays in human resources management, the concept of marketing leadership must be defined and the basic components and requirements for its successful adoption must be discovered. To achieve this, the research questions are addressed: What is the concept of “the new marketing leadership? And what is the impact of marketing leadership on human resources management?”

2. Research Methodology :

This research presents a presentation of the research methodology, which includes the research problem, the approach it adopted, its objectives, its importance, its hypothetical plan, and its hypotheses. The limits of the research will be identified, which are represented by the temporal and field limits, and the human limits, as well as the tools used in collecting data and information, analyzing them, and extracting the results. What follows is a detailed explanation of what It was mentioned.

Research problem:

The current research will address the main problem, which is completed in identifying and diagnosing the best standards and procedures that can be adopted in measuring the performance of organizations. Based on this, the problem can be formulated with a set of the following questions:

A- What is the nature and level of importance of achieving marketing leadership in the researched oil marketing company?

B- What is the nature and level of importance of human resources management in the researched oil marketing company?

C- What is the role of customer relations management in achieving human resources management?

Importance of the research:

The importance of the research is highlighted through the following points:

A- The research provides an explanation of the importance of marketing leadership, which will contribute to clarifying the relationship between it and human resources management as a method to achieve the researched oil marketing leadership.

B- The research sheds light on the extent to which the Oil Marketing Company, and specifically the Oil Marketing Company, keeps pace with the research community with concepts and models, in particular the concept of marketing leadership and human resources management and its components.

C- Raising the motivations of the administrative leaders in the oil marketing company due to the importance of the influence of marketing leadership on human resources management.

D- The importance of expanding the study of marketing leadership, as it is rare and has not been addressed much by previous research, and the extent of its impact on human resources management within the oil marketing company.

Research objectives:

The current research aims to achieve the primary objective, which is to determine the role that marketing leadership plays in achieving human resources management for the company that is the research sample. Several sub-objectives branch out from this that can be identified as follows:

A- Study and analyze the nature of the interrelationship between the research variables in the researched oil marketing company and benefit from the results of this relationship, for the purpose of relying on them and coming to practical conclusions and making recommendations that serve the oil marketing company.

B- Highlighting the role of marketing leadership in achieving success and excellence in the contemporary business environment through human resources management.

C- Describe and diagnose the strength and weakness of the variables of human resources management and marketing leadership in the researched oil marketing company.

D- Trying to create a hypothetical scheme and test it to reach an image that reflects the role and activation of marketing leadership in human resources management, based on the oil company, the research sample.

Research hypotheses:

A main hypothesis was developed in order to reach the realistic facts of the variables investigated in the research environment, specifically the oil marketing company. This hypothesis will be proven or denied in the practical aspect of the current study, and it is as follows: (Marketing leadership has a positive and moral impact on human resources management).

Hypothetical research plan:

The hypothetical research plan was formulated according to what came from the researchers who dealt with the studied variables (marketing leadership, human resources management) and can be illustrated in Figure (1).

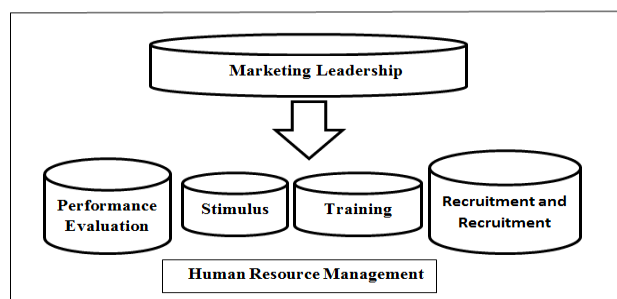


Figure (1) Hypothetical diagram of the research

Research community and sample:

The reasons for choosing the Oil Marketing Company as a community for study are that this sector provides the appropriate climate and objective conditions for the successful application of the components of marketing leadership in the research environment. The Oil Marketing Company is based on considerations that can be summarized as follows:

A- The importance of the oil marketing company compared to other service sectors.

B- The oil marketing company enjoys greater flexibility and freedom than is available to other economic sectors.

Data collection tools:

The questionnaire is the main source for obtaining data on the research variables, as it included items related to the research topic. A five-point Likert scale was used and includes the main and sub-variables (marketing leadership, human resources management). (27) items were constructed distributed among the questionnaire items.

Search limits

A- Time limits: The time limits for the current study are represented by the beginning of the field interviews and survey in the oil marketing company and until the completion of the statistical analysis and extraction of results from 11/10/2022 - until 12/12/2022.

B- Spatial boundaries: A sample was selected from the oil marketing company

C - Human limits: (53) people were chosen from the managers and employees of the oil marketing company as a sample of the research, as decision makers in it and guides and representatives of the research sample. The sample was chosen intentionally and the reason for this is due to the nature of the variables and the accuracy they require in the answer and they were directed to them. Questions in the questionnaire

Methods of analysis and statistical processing

- Statistical analysis: A set of statistical methods were used appropriate to the nature of the data and processed using the ready-made statistical program (SPSS).

- Simple Regression

3. The theoretical side

Leadership and Marketing: What Lies Inside?

Little academic research has been conducted on the topic of marketing's role in leading organizational change, despite the long history of separate study in both leadership and marketing. The connection between the two fields emerged after the recognition of the importance of continuous organizational development in a constantly changing environment. The emerging concepts described in these anecdotal deliberations are used to establish a foundation for this study and are further strengthened by drawing on an already existing body of

academic marketing and leadership knowledge. Before defining the concept of marketing leadership, a definition of the terms involved is provided to ensure uniformity and understanding. In its basic form, leadership is defined as the process of influencing others to achieve certain goals (Pass et al, 2006). As a personal quality, leadership enables a person to manage, manage, motivate and guide others, as well as gain the respect of superiors (Davies et al, 2003). Leadership is based on trust and the determination to delegate responsibilities to others to fully exploit their potential. Leadership, as a discipline in business administration, is a phenomenon that emerged in the post-war years and took off in the 1970s (Birkinshaw, 2010). At the strategic level, successful leaders present “a clear and consistent picture of the desired organizational identity and establish conditions that increase the likelihood of desired behaviors by enhancing employee satisfaction” (Bradshaw, 1998). The concept of “transformational leadership” suggests that leaders change their followers' personal values and self-beliefs, moving them to higher levels of needs and aspirations (Young, 2001) and raising the performance expectations of their followers (Bass, 1995). Contemporary views of strategic leadership harken back inexorably to Porter's classic “five forces” theory of competition, which sees strategists as practicing economists who analyze and manage market forces, as well as practicing psychologists who analyze and manage their own and others' thought processes (Gavetti, 2011). Drawing on the “sustainable marketing leadership” model, effective leadership is based on four key components: strategic vision, integrated planning, performance management and marketing control (Shapiro, 2005). These are enabled by a compelling vision, clear organizational identity, effective employee alignment culture and deep understanding of consumer behavior to facilitate customer satisfaction. According to (Werbach, 2009), when senior leaders develop a sustainability strategy and guide the organization through the process of increasing transparency, engaging employees, and embracing partners to achieve important sustainability goals, they set conditions to allow everyone to improve the company's strategy (Ozuema et al, 2015, 3).

Marketing leadership:-

No academic research has been conducted, within researchers' knowledge, on the topic of the role of marketing leadership in enhancing human resources management. Many self-published articles by opinion leaders in the field of leadership marketing form a starting point for this research. When it comes to marketing, leadership has a key role that involves seeing and communicating the company. Marketing is responsible for attracting potential customers. Once a purchase occurs, marketing and customer service align to turn those customers into brand loyalists who will return for future purchases and spread the word about the company.

Marketing leadership is the ability or action to influence or direct the market. Companies that can do this are called market leaders, who have the highest market share, often far ahead of the second-largest players. Companies can use their dominance to influence the market, whether on price, quality standards, or best practices. In an organization, leaders play an essential role in directing the company. Likewise, market leadership is crucial because it influences the direction and intensity of competition in the market. Market leadership is the dominant force and they determine price, strategy and promotion intensity. They also usually become benchmarks for competitors in developing strategies.

As for the marketing leader, he is “the person who helps plan the new marketing strategy. This critical part of the marketing plan aligns goals by establishing key metrics that measure the rate of success.” Marketing goals should align with the overall brand goals to remove barriers to growth or stability. Great marketing isn't about vanity metrics, like getting likes from social media or clicks on ads. It's about leads and generating new business. A good marketing leader will oversee the implementation of the marketing strategy, keeping all the moving parts organized and cohesive. When the time comes, the marketing leader will put the analytics reports together and be able to clearly showcase the strategy's value or shortcomings.

A great marketing leader will be able to adapt to market trends and audiences, leading to greater successes moving forward. They must be able to communicate with both the marketing team and other high-level leaders within the company (Stanton, 2023).

Components of marketing leadership:-

The importance of marketing orientation and brand image was discussed, followed by the vital components of marketing leadership towards human resource management, while (Kohli & Jaworski, 1990) define marketing orientation as an activity-based characteristic of the company, while (Konopa & Calabaro) view it as an external orientation to the consumer, although Reversing the direction of product development, integrating all departmental functions within the organization. In the same vein,. Narver & Slater (1990) present market orientation as a form of organizationally pervasive culture, which supports in the most effective and efficient way the behavior necessary to form higher value for employees, and thus forms assumptions to achieve better business results.

Branding is seen as one of the essential elements of marketing that is used to build a distinctive identity that will be recognized by consumers in crowded markets to gain a competitive advantage, as employees better accept the value of the brand and align their attitudes accordingly. This increases the importance of internal communication to align. Employees identify with the organization's culture, being an important element of the brand identity that shapes the company's brand value and plays a unifying role to maintain clarity of the organization's mission. According to Schein (1992:37), organizational culture consists of collective assumptions, values and artifacts shared by members of the organization. Company culture is the combination of the behaviors and attitudes of those who are part of it, often summed up as intangible but deeply ingrained in every individual within a workplace. (Ozuema et al,2015, 4-5)

The concept of human resources management:

(Leseiyo & Ngui, 2019:650) confirm that human resources management focuses on motivating employees, as Robbins and DiCenzo (2015) described “motivation as the desire to influence a high level of effort to achieve organizational goals, and the efforts and capabilities necessary to achieve them.” Exploring the role of skills and human resource development in ensuring competitiveness, the relative persistence of regional industrial clusters, the nature and effects of affirmative action, human resource management, and, moreover, the established industrial psychology tradition tends to take a technical approach to understanding employment and planning issues, (Wood & Bischoff, 2020 :4)

Human resource management “is the policies and practices involved in implementing the personnel or human resources aspects of a managerial position, including recruitment, monitoring, training, reward, and evaluation” (Nour Al Ain, 2022, 18).

According to the Society for Human Resource Management, it is defined as “the design of formal systems in an organization to ensure the use of human talent to accomplish organizational goals effectively and efficiently” (Chadzingwa, 2010:451).

(Mayrhofer et al., 2019:3) confirms that Kahn’s focus was largely on the human resources management chain within the company as a means of enhancing performance, and it was more mandatory, as he recommended the systematic use of strategically based selection, individual performance evaluation, and rewards related to individual performance, Training on results and monitoring results development. The approach is standardized, in the sense that employers and employees are not seen as having conflicting or diverging interests so companies are, or should be, able to develop their own HRM practices free of charge.

The importance of human resources management

To understand the importance of human resources management, important factors must be identified, including:

- 1- Manpower
- 2- Materials
- 3- Money
- 4- Machines
- 5- Management

Among these five factors, the most important factor is the workforce, as its role is crucial without which nothing can be transferred, and it is the most compatible and accepted fact. Without human resources management, there is no industrial or commercial organization. Human Resources Management is also concerned with organizational decisions that affect the current or potential workforce, as the term “workforce” refers to people who work at different levels, including employees, supervisors, and managers in both upper and middle management. As it is the management of individuals to achieve organizational effectiveness through the optimal use of human resources. (khanvilkrh, 2021)

One of the best ways to encourage positive results in these metrics is to use a well-thought-out organizational development structure. Organizational development is used to provide the organization with the appropriate tools so that it can adapt and respond positively to changes in the market. (Al-Karki, 2022, 547)

Objectives of human resources management

The objectives of human resource management can be classified into three basic groups

-Organizational objectives: are:

- Obtaining competent individuals by defining business specifications, searching for manpower sources, determining their work according to work requirements to achieve optimal use of human efforts, and carrying out selection and appointment procedures to achieve the right choice by placing the right person in the right place.

- Making the most of human efforts by training and developing them, and providing the opportunity to enable them to obtain knowledge and experience, in addition to objectively evaluating workers at periodic intervals to encourage stability at work, and fairness in judging the achievements of employees, so that the individual knows the extent to which he has reached the standards.

required in performance, as well as encouraging effective administrative work and motivating individuals so that the organization can make the most of the efforts of employees.

- Maintaining the continuity of the desire to work, and integrating the goals of workers and the goals of management, in order to create effective joint cooperation, by working to satisfy the desires of workers through work.

- Career objectives: These objectives revolve around making optimal use of the energies and capabilities of available human resources, and not wasting them. In this regard, we mention the following:

- Providing advancement opportunities for workers when they become qualified, and providing stimulating working conditions to enable them to work effectively and increase their income.

- Providing objective policies that prevent waste and extravagance of human energies and avoid inhumane use that exposes individuals to unnecessary risks, in addition to providing policies that develop freedom of movement, independence, and treatment that is consistent with human freedom.

- Social goals: These goals involve responding to the requirements and challenges of society, reducing their negative effects on the organization, and maintaining a balance of opportunities for work and human capabilities capable of performing. They can be summarized as follows:

- Maintaining the balance between the business and its occupants, that is, the balance between the available opportunities and the human resources that can apply for these opportunities.

- Helping community members find the best, most productive and profitable jobs, which makes them feel enthusiastic about work. (Ben Kroush, 2015, 107-108)

Dimensions of human resources management

There are many variables to human resources management, and these activities have evolved from simple activities practiced by this department to more complex activities. Whether in terms of content or in terms of traditional applications, the reason for this complexity may be due to the challenges facing human resources management. The current research will address four dimensions, which are:

1- Polarization, selection and appointment

The modern trend in this field is to attract and appoint human resources who possess multiple skills that enable them to work in different jobs or fields and perform various tasks within teamwork. The method of carrying out work is no longer unilateral now, but rather collectively through work teams. Within this team, the individual - and in many cases - performs multiple tasks or exchanges tasks and responsibilities with team members. It is a renewable characteristic that adds to the individual's unique and specific specialization, the ability to adapt to changing functional needs and requirements and deal with them as much as possible according to what the situation asks and dictates.

These modern trends have necessitated the human resources department to adopt new programs to attract this type of worker, and to use multiple methods in the selection process to reveal individual differences among applicants, and that are consistent with the needs of the job and the organization. All of this is within a future vision that goes beyond the current situation and future expectations as well, and this job is based on precisely identifying the work and its requirements (such as the capabilities, skills, and capabilities that must be available in the individual) that enable him to perform it best, and then determining the appropriate numbers of individuals needed to perform a specific volume of work. During a specified period of time. (Abu Jalida, 2018, 24). It can be said that the recruitment and appointment process is "that activity carried out by the organization in order to reach the largest number of qualified applicants from inside and outside the organization in order to select and appoint the best among them to fill the required positions." (Abu Jalida, 2018, 25)

As a subsequent stage of the recruitment stage, the organization seeks to choose the best offers from these resources so that the organization achieves greater returns at lower costs based on studying the qualifications, specifications and capabilities that the individual possesses, which are verified by reviewing the CV of the qualifications, through an interview, or by observing the performance of individuals over a period of time. Experimental or according to a mechanism that suits the organization by fully knowing the applicants for vacant positions, by placing the right person in the right place, and through appointment, the individual is introduced to the systems, regulations, laws, and methods of performance, in addition to introducing him to the duties and rights that he can obtain, incentives, rewards, and goals.

2- Human resources training

Farouk Abdel Hakim (2013) defined the training function as "one of the important practices of human resources management in the organization. It helps the organization develop the skills of employees and improve their ability to perform work. Training is not limited to merely increasing parameters only, it is an attempt to change the behavior of employees, so that It makes them have better and different behavior after training than they did before training in performing their tasks." In other words, training includes employees acquiring or developing new knowledge and skills, and changing existing job concepts, values, trends, and behavior, which contributes to improving performance and achieving the organization's goals.

Training, as defined by some researchers, is "the use of the effectiveness of systematic and planned education to enhance learning among working individuals." Training in this concept is a formal, purposeful organizational process that is not limited to a specific period of time in the

lives of employees, but rather is a continuous process that is in line with the requirements and needs of the work and an attempt to reduce the gap as much as possible between those evolving and changing needs and the capabilities and abilities of individuals. In order to enhance their productivity for the benefit of the organization and achieve its goals. (Al-Tamimi, 2017, 30-31). Human resources employees can increase their career opportunities by taking advantage of training and development programs. Effective training is characterized by several characteristics, including: (Ah Nawa et al., 2015, 207)

- Clarifying what the employee should achieve, the acceptable quality of performance or the acceptable level of performance, and the conditions that allow the employee to apply his learning.
- Include performance standards that can be measured.
- Clarifying the resources needed to perform the required performance or result. For the success of training, employees must learn and employers must also provide the necessary resources.

3- Compensation, incentives and rewards

Rewards are benefits that workers receive which can come in the form of wages and bonuses paid to the worker to increase productivity. Pay is very essential to lifestyles because the employee receives rewards from the employer in exchange for the work he has done, and reward management is a necessary tool to “integrate individual efforts with the company’s strategic goals by inspiring employees to do the right things with high efficiency.” (Onyekwelu et al ., 2020:5782)

Both (Denisi & Griffin) pointed out that compensation leads to serving a motivational purpose (related to motivation), that is, individuals must believe that their efforts and contributions to the organization are recognized and rewarded, and individuals who make strenuous efforts and whose performance is of a high level must be compensated with a higher level of compensation compared to the worker who He does not put in much effort at work (Al-Enezi, 2019, 255). Meanwhile, Al-Lawzi indicated that motivation is “the effort made by management to urge workers to increase their productivity, by satisfying their current needs, creating new needs for them, and striving to satisfy those needs.” Provided that this is characterized by continuity and renewal (Al-Halaibeh, 2013, 9)

4- Evaluation of human resources performance

(Sawria and Miloud) indicated that performance evaluation is one of the practices of human resources management in the organization, which is based on measuring and evaluating the relationship between the efficiency of the employee’s performance and the duties and responsibilities of the job he occupies through a systematic, periodic process to evaluate the job performance and productivity of employees by referring to previously established standards, which helps to identify On the strengths and weaknesses of past performance and determining how to address them and invest in the strengths in the current situation and in the future to reach the highest levels of performance efficiency for the benefit of the individual, the organization and society.

While (Al-Rusan and Al-Amoush) indicated that regular official evaluation expresses how employees accomplish their work in accordance with the organization's established policies, and it is an analysis of the individual's performance in order to reach and enhance the point of strength, and address the point of weakness so that the individual can improve his work and achieve organizational goals, and to evaluate Employees have an influential role in achieving employees' career advancement, which is affected by the evaluation results, and the evaluation method affects the morale and motivation of employees. (Al-Tamimi, 2017, 32)

4. The practical side

Impact hypothesis test:

This study will analyze the influence hypothesis that was developed in the methodology and states (marketing leadership has a positive and moral impact on human resources management). The following is a detailed analysis of this analysis:

This hypothesis was tested through simple regression analysis

(Simple Regression Analysis), (marketing leadership) represents the independent variable, which was coded with the symbol (X), and the dependent variable (human resources management), which was coded with the symbol (Y), and the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Below are the values for the regression equation:

Marketing leadership = $0.68 + 0.63$ (human resources management).

In light of Table (1), which appeared from the outputs of the statistical system (SPSS), the significance of the model appears according to the (f) test, and its analysis will appear later:

Table (1) Analysis of the effect of the dimensions of the human resources management variable on the marketing leadership variable

Responsive variable	Moral level value (p)	(R ²) The coefficient of determination	The explanatory variable and its dimensions	
Marketing Leadership (Y)	0.000	.52		Marketing Leadership (X)
	0.000	.34		Recruitment (Y1)
	0.000	.45		Training (Y 2)
	0.000	.41		Stimulus (Y 3)
	0.000	.36		Evaluation (Y 4)
value (f) 4.9 = 0.01 Tabular level of significance value (f) 2.9 = 0.05 Tabular level of significance n = 53				

The value of the coefficient of determination (R^2), which was (0.52), indicated that the amount of (0.52) of the variance occurring in marketing leadership is variance explained by the action of human resources management that entered the model, and that (48) is variance explained by factors that were not The intervention of the regression model, as Table (1) indicated, showed a significance of (0.000), which is confirmation of the presence of a high and significant effect of marketing leadership on human resources management.

With this result, the main hypothesis of the current study is verified, which states (marketing leadership has a positive and significant impact on human resources management).

In order to confirm the previous result, the following sub-hypotheses will be tested to support the investigation of the main hypothesis, which are as follows:

- A- Marketing leadership has a positive and moral impact on recruitment.
- B- Marketing leadership has a positive and moral impact on training.
- C- Marketing leadership has a positive and moral impact on motivation.
- D- Marketing leadership has a positive and moral impact on the evaluation.

This hypothesis was tested through simple regression analysis

(Simple Regression Analysis), the independent variable (marketing leadership) was symbolized (X), and the dependent sub-variables (recruitment, training, motivation, evaluation), which were symbolized respectively (Y4, Y3, Y2, Y1), and the linear regression equations were as follows :

$$Y1 = \alpha + \beta X$$

$$Y2 = \alpha + \beta X$$

$$Y3 = \alpha + \beta X$$

$$Y4 = \alpha + \beta X$$

The value of the coefficient of determination (R^2), which was (0.34) for employment (Y1), indicated that an amount of (0.34) of the variance occurring in employment (Y1) is variance explained by the marketing leadership variable (X) that entered the model, And (0.66) is variance explained by factors that did not enter the regression model, and there is a value of the coefficient of determination (R^2), which is (0.45) for the training (Y2), and this means that the amount of (0.45) of the variance occurring in training (Y2) is variance. It is explained by the marketing leadership variable (X) that entered the model, and (0.55) is a variance explained by factors that did not enter the regression model. The value of the coefficient of determination (R^2), which is (0.41) in relation to motivation (Y3), indicates that its amount is (0.41) of the variance occurring in motivation (Y3) is variance explained by the marketing leadership variable (X) that entered the model, and (0.59) is variance explained by factors that did not enter the regression model.

The table indicates that the value of the coefficient of determination (R^2) is (0.36) for the performance evaluation (Y4), and this means that an amount of (0.36) of the variance occurring in the performance evaluation (Y4) is variance explained by the marketing leadership variable

(X) that entered model, and (0.64) is variance explained by factors that were not included in the regression model

Table (1) also indicated the significance of (0.000) that appeared in the outputs of the statistical system for all dimensions, which is confirmation of the existence of an influence of marketing leadership on human resources management and its dimensions (recruitment, training, motivation, evaluation). Through the aforementioned tests, we infer that the four sub-hypotheses of the main hypothesis have been fulfilled, which are:

- A- Marketing leadership has a positive and moral impact on recruitment.
- B- Marketing leadership has a positive and moral impact on training.
- C- Marketing leadership has a positive and moral impact on motivation.
- D- Marketing leadership has a positive and moral impact on the evaluation.

5. Conclusions and recommendations

Conclusions:

- 1- The management of the oil marketing company was able to seriously employ the changes that occurred in the marketing leadership to create more impact on human resources management through (recruitment, training, motivation, and evaluation).
- 2- The topic of human resources management is considered one of the contemporary topics whose intellectual frameworks and concepts are still under development and formation at the theoretical and applied levels. The literature still lacks an integrated theory to explain the strategic and operational implications of the subject of human resources management.
- 3- This study reveals that with the speed of change in the current business environment, marketing strategies quickly become outdated if they are not adjusted according to the needs of the market. While leadership develops employees to help the organization adapt to external changes, marketing focuses externally on the customer.
- 4- The challenge that companies need to face, as shown in this study, is how to create alignment between marketing leadership and the competencies of human resources management and customer needs.
- 5- Organizational alignment and environmental awareness have been established as key determinants of the new marketing leadership model, and marketing drives change by anticipating future customer needs and communicating this information internally towards employees to adapt the organization to the changing business environment.
- 6- Through this study, we find that strong leadership and effective marketing are equally essential for the sustainable development of the organization. Both are indisputable, but nonetheless insufficient in today's rapidly changing environment. For this reason, organizational capacity to adapt to these changes has been identified as another critical capability.

7- Since the marketing leadership model is new, encouraging marketing leadership within the organization will help the business to overcome marketing challenges.

8- The impact of marketing leadership on human resources and its dimensions (recruitment, training, motivation, evaluation) was positive.

Recommendations:-

1- Making greater use of human resources management and its dimensions, which has shown positive results in enhancing organizational performance through the company adopting an appropriate and suitable strategy that increases and develops organizational performance, and it should adopt the appropriate strategy that develops performance.

2- The study recommends the need for the company to take the initiative to constantly monitor its organizational performance in order to be informed of competitors' procedures in attracting customers, as well as to be informed of the level of services provided to customers to enable these organizations to provide services that are consistent with or exceed the level of services provided by others.

3- Providing databases and marketing information that help customers meet their needs and assist them in making their decisions in the company's business, identifying the most valuable customers to the company and then developing strategies for managing the relationship with them and retaining them.

4- The company's management's interest in human resources management is one of the tools and strategies that enable it to examine the external environment, analyze its interrelated factors, and study the levels of competition experienced by a company, for the purpose of developing its ability and skills of managers and workers to face new circumstances and make the necessary changes to confront and outperform competitors.

5- The company should be able to provide new and advanced services that improve the company's reputation in order to retain current customers for the longest possible period with the possibility of attracting potential customers.

6- Organizations challenge the traditional role of marketing within business and search for innovative ways to adapt the new marketing leadership model from a marketing perspective, as leadership is necessary to create participation and lead change. Thus, one of the recommendations for marketing professionals is to develop leadership skills in order to perform their roles in the organization more successfully and help the organization achieve its business goals.

7- Leadership needs marketing because it focuses on understanding the market and conforming to the desires of customers. Leadership relies on marketing to anticipate changes in consumer needs, identify opportunities for business success, and provide products or services in the most effective and profitable ways for the organization and the customer. Organizations need to understand the dynamics of the organization and how its parts interrelate. differences between themselves and the external environment.

WORKS CITED

Arabic References

- Abu Jalida, Saeed Samir, (2018), "The Impact of Human Resource Management Strategies on the Performance of Employees in Libyan Telecommunications Companies," Master's Thesis, Middle East University, College of Business, Amman, Jordan. https://meu.edu.jo/libraryTheses/5c27347b8dd35_1.pdf
- Al-Tamimi, Muhammad Karim Obaid, (2017), "The Impact of Human Resource Management Practices on Strategic Renewal - A Field Study in Jordanian Commercial Banks," Master's Thesis, Middle East University, College of Business, Amman- Jordan. https://meu.edu.jo/libraryTheses/5ae96bce5229d_1.pdf
- Al-Halaibeh, Ghazi Hassan Odeh, (2013), "The effect of incentives on improving the performance of employees in public sector institutions in Jordan - an applied study on the Greater Amman Municipality," Master's study, Middle East University, College of Business, Amman, Jordan.
- Al-Enezi, Saad Ali, (2019), "Strategic Management of Human Resources - A General Perspective", Al-Yazouri Scientific Publishing and Distribution House, Amman. <https://www.google.iq/books/edition/الاستراتيجية/NxFhDwAAQBAJ?hl=ar&gbpv=1>
- Al-Karaki, Zakat Muhammad Muhammad, (2022), "Managing human resources and enhancing organizational development for municipal employees," Journal of Human and Natural Sciences, Volume (3), Issue (9), Jordan.
- A. Noy, Raymond, R. Holnick, John, et al., (2015), "Human Resources Basics," sixth edition, translated book. https://books.google.iq/books?id=tKFJEEAAQBAJ&printsec=frontcover&hl=ar&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false
- Ben Karsh, Fariha, (2015), "The role of vocational training in achieving the goals of human resources management - a field study at the Al-Hudna Mills Foundation - M'sila", Master's thesis, Mohamed Boudiaf University of M'sila, Faculty of Humanities and Social Sciences, Department of Psychology, Algeria. <http://dspace.univmsila.dz:8080/xmlui/bitstream/handle/123456789/13539/Memo%20complete.pdf?sequence=1&isAllowed=y>
- Nour Al-Ain, (2022), "Human Resources Management to Maintain the Competence of Arabic Language Teachers: A Case Study at Khadija Intermediate School in Malang City," part of the requirements for a master's thesis, Maulana Malik Ibrahim State Islamic University Malang, Nigeria. <http://etheses.uin-malang.ac.id/47243/1/200104210070.pdf>

English References

- Chadzingwa, Matšeliso M. Moshoeshe, (2010), "Human resource management in Southern African libraries", Library Management, Vol. 31 Iss 6 pp. 451 – 465. <https://scihub.se/https://doi.org/10.1108/01435121011066207>
- Gavetti, G., 2011. The New Psychology Of Strategic Leadership, Harvard Business Review, July/August.
- Khanvilkrh, Mohan R., (2021) , "HUMAN RESOURCE MANAGEMENT IN BUSINESS SUCCESS", Notion Press Media Pvt Ltd publishing. https://www.google.iq/books/edition/Human_Resource_Management_in_Business_Su/pGhHEAAQBAJ?hl=ar&gbpv=1&dq=The+importance+of+human+resources+management&printsec=frontcover
- Leseiyo, M., & Ngui, T. (2019), "Influence of employee motivation on performance of public universities in Kenya: A case Study of Moi University, Nairobi Campus", In International Journal of Research and Innovation in Social Science (IJRISS) |Volume III, Issue X, October 2019|ISSN 2454-6186 <https://www.rsisinternational.org/journals/ijriss/Digital-Library/volume-3-issue-10/650-658.pdf>
- Mayrhofer, W., Gooderham, P. N., & Brewster, C. (2019), "Context and HRM: Theory, evidence, and proposals", International Studies of Management & Organization, 49(4). <https://www.researchgate.net/publication/335440312>
- Onyekwelu, R. U., Dike, E., & Muogbo, U. S., (2020). "Remuneration as a tool for increasing employee performance in Nigerian". The International Journal of Social Sciences and Humanities Invention ,7(01), pp5782-5789. https://www.researchgate.net/publication/339100984_Remuneration_as_a_tool_for_increasing_Employee_Performance_in_Nigerian
- Ozuema, Wilso, Alina O'Keeffe, & Geoff Lancaster, (2015), " Leadership marketing: an exploratory study", Journal of Strategic Marketing, PP 1-25. <http://dx.doi.org/10.1080/0965254X.2014.1001867>
- Schein, E., 1992. Organisational Culture and Leadership, 2nd ed., San Francisco, CA: Jossey

Stanton, Casey Slaughter, 2023, "Marketing Leadership: Top 5 Traits of the Best Marketing Leaders".
https://cmox-co.translate.google.com/translate?_x_tr_sl=en&_x_tr_tl=ar&_x_tr_hl=ar&_x_tr_pto=sc
https://cmox-co.translate.google.com/translate?_x_tr_sl=en&_x_tr_tl=ar&_x_tr_hl=ar&_x_tr_pto=sc

Wood, G., & Bischoff, C. (2020). Human resource management in Africa: current research and future directions – evidence from South Africa and across the continent. *The International Journal of Human Resource Management*, p 1-28. <https://sci-hub.se/https://doi.org/10.1080/09585192.2019.1711443>