

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE ROLES OF HUMAN RESOURCE MANAGEMENT TO
DIGITAL MARKETING IN NIGERIA**

BY



MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

2024

**THE ROLES OF HUMAN RESOURCE MANAGEMENT TO
DIGITAL MARKETING IN NIGERIA**

BY



MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

2024



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)
UDEOZOR ONYEBUCHI FRANCIS (830475)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)
MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE ROLES OF HUMAN RESOURCE MANAGEMENT
TO DIGITAL MARKETING IN NIGERIA**


Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia Pertama : **DR. AMEER FARHAN BIN MOHD ARZAMAN**
(Name of 1st Supervisor)

Tandatangan : 
(Signature)

Nama Penyelia Kedua : **DR. SITI NOORJANNAH BT. ABD HALIM**
(Name of 2nd Supervisor)

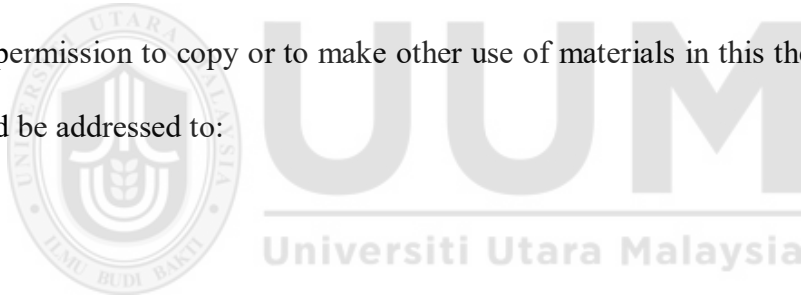
Tandatangan : 
(Signature)

Tarikh : **29 OKTOBER 2024**
(Date)

PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a Post Graduate degree from the University Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Director of Postgraduate Studies Unit, College of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:



ABSTRAK

Transformasi digital pemasaran telah membawa kepada perubahan ketara dalam kemahiran dan kecekapan yang diperlukan untuk prestasi pemasaran digital yang berjaya. Dalam konteks ini, peranan pengurusan sumber manusia (HRM) telah menjadi semakin penting dalam menyokong dan membolehkan pelaksanaan strategi pemasaran digital yang berkesan. Kajian ini menyiasat pengaruh amalan HRM khusus terhadap prestasi pemasaran digital organisasi di Nigeria. Rangka kerja penyelidikan mengkaji tiga pembolehubah HRM utama: Amalan digital HR, Transformasi digital dan pengurusan Bakat. Amalan HRM ini dihipotesiskan mempunyai kesan langsung dan positif ke atas prestasi pemasaran digital organisasi. Menggunakan reka bentuk penyelidikan kuantitatif, data dikumpul daripada sampel pemasaran dan profesional HR dalam organisasi Nigeria. Penemuan mendedahkan bahawa amalan digital HR, seperti pengambilan, pembangunan dan pengurusan bakat pekerja yang mahir digital, mempunyai kesan positif yang ketara terhadap prestasi pemasaran digital.

Kata kunci: Pengurusan Sumber Manusia, Pemasaran Digital, Transformasi Digital, Prestasi Organisasi, Nigeria.

ABSREACT

The digital transformation of marketing has led to significant changes in the skills and competencies required for successful digital marketing performance. In this context, the role of human resource management (HRM) has become increasingly important in supporting and enabling the implementation of effective digital marketing strategies. This study investigates the influence of specific HRM practices on the digital marketing performance of organisations in Nigeria. The research framework examines three key HRM variables: HR digital practices, Digital transformation, and Talent management. These HRM practices are hypothesised to have a direct and positive impact on the digital marketing performance of organisations. Using a quantitative research design, data was collected from a sample of marketing and HR professionals in Nigerian organisations. The findings reveal that HR digital practices, such as the recruitment, development, and talent management of digital-savvy employees, have a significant positive effect on digital marketing performance.

Keywords: Human Resource Management, Digital Marketing, Digital Transformation, Organizational Performance, Nigeria

ACKNOWLEDGEMENT

I would like to express my special thanks of gratefulness to my supervisors, Dr. Ameer Farhan Bin Mohd Arzaman and Dr. Siti Noorjannah Binti Abd Halim for their invaluable advice contribution and continuous support during this research project. Their immense knowledge and plentiful experience have encouraged me throughout the time of this research. I would also like to thank Dr, Farha who recommend that i do my MSc at University Utara Malaysia and always support me on my studies. Finally, I would like to express my powerful gratitude to my parents, my fiancée and respondents who assisted me with their response to my survey. Without their tremendous understanding and encouragement in this, it would be impossible for me to complete my study successfully.

Thanks, you all.



TABLE OF CONTENTS

CERTIFICATION OF THESIS.....	i
PERMISSION TO USE.....	ii
ABSTRAK.....	iii
ABSREACT	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATION.....	xi
CHAPTER ONE: INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.2 Problem Statement	3
1.3 Research Questions	5
1.4 Research Objectives	5
1.5 Significance of the Study	5
1.6 Scope of the Study	6
1.7 Definition of Key Terms	7
1.8 The Organisation of the Study.....	8
1.9 Summary	8
CHAPTER TWO: LITERATURE REVIEW	9
2.0 Introduction	9

2.1 Digital Marketing Concept and Importance	9
2.2 Digital Transformation	11
2.3 Digital Marketing Performance	12
2.4 Human Resource Digital Practices	13
2.5 Talent Management	15
2.6 Hypotheses Development.....	16
2.6.1 Relationship between Human Resource Digital Practices and Digital Marketing Performance.....	16
2.6.2 Relationship between Digital Transformation and Digital Marketing Performance .	17
2.6.3 Relationship between Talent management and Digital Marketing Performance.....	18
2.7 Conceptual Framework	19
2.8 Underpinning Theory.....	19
2.9 Conclusion.....	20
CHAPTER THREE: METHODOLOGY.....	21
3.0 Introduction	21
3.1 Research Design	21
3.2 Population and Sampling.....	22
3.3 Data Collection Procedure.....	23
3.4 Research Instrument and Measurement of Variables.....	24
3.5 Data Analysis Techniques	25
3.6 Descriptive analysis	25
3.7 Pilot test and reliability test	26
3.8 Conclusion.....	27
CHAPTER FOUR: RESULTS AND ANALYSIS.....	28
4.0 Introduction	28
4.1 Response Rate.....	28

4.2 Descriptive Analysis	29
4.2.1 Gender	30
4.2.2 Age	31
4.2.3 Educational Level.....	33
4.2.4 Job Status.....	34
4.3 Reliability	35
4.4 Validity (KMO and Bartlett’s Test).....	36
4.5 Hypotheses Testing.....	37
4.5.1 Regression	37
4.6 Hypothesis Results.....	39
4.7 Summary	40
CHAPTER FIVE: DISCUSSION CONCLUSION AND RECOMMENDATION	42
5.0 Introduction	42
5.1 Discussion	42
5.2 Findings Summary.....	43
5.2.1 Relationship between human resource practices and digital marketing performance.	43
5.2.2 Relationship between digital transformation and digital marketing performance	44
5.2.3 Relationship between talent management and digital marketing performance.....	45
5.3 Implications and contributions of Study	45
5.4 Limitations of the Study.....	46
5.5 Recommendations.....	47
5.6 Conclusion.....	47
REFERENCES	49
APPENDICES.....	54

SECTION A: Demographic Profile.....	55
SECTION B.....	56



LIST OF TABLES

Table: 3.1: Measurement of variable	24
Table 4.1 Questionnaire Distribution.....	28
Table 4.2: Descriptive Analysis	29
Table 4.3: Gender	30
Table 4.4: Age.....	31
Table 4.5: Educational Level	33
Table 4.6: Job Status.....	34
Table 4.7: Reliability	35
Table 4.8: KMO and Bartlett's Test	36
Table 4.9: Model Summary	37
Table 4.10: ANOVA.....	37
Table 4.11: Coefficients.....	38
Table 4.12: Hypothesis Results.....	39

LIST OF FIGURES

Figure 2:1 Conceptual Framework.....	19
Figure 4.2: Gender.....	31
Figure 4.3: Age.....	32
Figure 4.4: Educational Level.....	33
Figure 4.5: Job Status	34



LIST OF ABBREVIATION

HR: human resource

HRM: human resource management

HRD: human resource digital

HCM: human change management

SMAC: social media, mobile analytic clouds



CHAPTER ONE

INTRODUCTION

1.0 Introduction

The foundation for a study on the relationship between digital marketing performance and human resources in Nigeria is provided in this section. This demonstrates the connection between an organization's performance in digital marketing and human resource management within the Nigerian system. The study's backdrop, which is covered in the first section, introduces the topic of human resources in digital marketing, discusses its difficulties, and gives a quick overview of the field's performance in Nigeria. The problem statement section, which narrates concerns about the contribution of human resources to digital marketing performance, comes next. The researcher deduced the study's goals and research questions from these two sections. The study's significance is then discussed, highlighting the study's overall value to the academic community and stakeholders. In addition, the reader is guided in understanding the structure and major concepts of the study by the three final sections that cover the organisation of the thesis, definitions of key terminology, and the scope of the investigation.

1.1 Background of the Study

By locating and hiring experts with the requisite training and expertise in fields like social media marketing, search engine optimisation, email marketing, and data analytics, HR plays a part in the recruitment and retention of talent in the digital marketing space (Obasan & Ashamu, 2020). In order to draw and keep the best digital marketing talent in Nigeria, competitive pay and benefit packages should be developed

(Sanni & Esiekpe, 2022). Providing guidance and support for the organizational change required to embrace digital marketing and drive digital transformation (Ogunnaike et al., 2018). The HR also helps in addressing any resistance to changes by helping employees to adopt new digital technologies, processes and ways of operations (Olajide & Ibiwoye, 2021). It as well helps in the facilitation and development of a digital first mind-set of workers and customer-centric culture in organizations (Bamgbose & Olanrewaju, 2020).

Designing and delivering comprehensive training programs to up skill existing marketing and sales teams in digital marketing best practices in the way it enhances their working competences (Oladele & Akeke, 2016). To facilitate quick access to online courses, workshops and certifications that can helps workers stay in tune with the newest technology of digital marketing (Ogbuji & Ndubisi, 2019). In this way it encourages the culture of continuous knowledge sharing and learning between digital marketing teams in organizations (Akinyemi et al., 2022). Forming a working team of digital marketers and other departments this clearly states responsibilities and roles that paths a career lean for digital marketing professionals within the organization (Utulu & Akadiri, 2020).

Fostering cross-functional collaboration between the digital marketing team and other departments such as, information technology, customer service, to enhance the integration of digital initiatives (Olutayo & Ogunnaike, 2020). Analysing the current and future digital marketing skills and competency requirements to anticipate and plan for talent needs (Aina & Ojo, 2020). Developing succession planning strategies to ensure a pipeline of skilled digital marketing professionals is available to support the organization's growth (Osotimehin & Akinlabi, 2019). By aligning human resource

practices with the organization's digital marketing strategy, Nigerian companies can build a talented, agile, and digitally savvy workforce capable of delivering effective and impactful digital marketing campaigns in the rapidly evolving Nigerian market (Oladele & Akeke, 2016).

Nigeria's marketing and advertising environment has changed dramatically as a result of the internet economy's explosive expansion. Companies in a variety of industries are using digital marketing techniques more frequently in order to connect and interact with their target audience more successfully. The human resource management (HRM) role in Nigerian firms is significantly impacted by this move towards digital marketing. Resource specialists are essential to the integration and successful execution of digital marketing campaigns. HRM practices can have a big impact on how effective an organization's digital marketing activities are overall, from finding and hiring the proper people for the job to building a culture that supports digital transformation (Oladele & Akeke, 2016; Ogbuji & Ndubisi, 2019). Nonetheless, there isn't a lot of information available on how HRM and digital marketing interact in Nigeria. By examining the precise ways in which human resource management may complement and improve digital marketing tactics within Nigerian businesses, this study seeks to close this knowledge gap.

1.2 Problem Statement

The rapid growth of digital marketing in Nigeria has presented both opportunities and challenges for organizations. As digital technologies continue to transform the marketing landscape, organizations in Nigeria is increasingly recognizing the need to align their human resource (HR) practices with the demands of digital marketing (Bondarouk et al., 2017).

Nonetheless, little research has been done on the unique function that HR plays in enhancing and propelling an organization's effectiveness in digital marketing inside the Nigerian setting. Finding, developing, and keeping individuals with the requisite digital marketing skills and competences is one of the biggest problems Nigerian organisations confront (Strohmann et al., 2019). For businesses to create and maintain a competitive advantage in the digital era, effective personnel management which includes hiring, developing, and keeping digital marketing specialists is essential (Collings & Mellahi, 2009). Additionally, the HR department's function and its support of digital marketing initiatives can be greatly impacted by the digital transformation of marketing processes and the organization's use of digital technology (Fitzgerald et al., 2014). An organisation can more effectively match its human resources to the needs of digital marketing by effectively integrating digital practices and competencies into the HR function (Marler & Boudreau, 2017).

However, existing research on the HR role in digital marketing in the Nigerian context is limited, and the interplay between talent management, digital HR practices, digital transformation, and digital marketing performance is not well-understood (Royle & Laing, 2014). Organisations in Nigeria are unable to successfully leverage their HR department to support and develop their digital marketing capabilities due to the absence of empirical evidence. Thus, the purpose of the proposed thesis is to examine the role that HR plays in digital marketing in Nigeria, with a particular emphasis on the effects of talent management, digital HR practices, and digital transformation on the effectiveness of digital marketing for Nigerian organisations. The project will close this research gap and offer insightful information on how HR can support the effectiveness of digital marketing campaigns in Nigeria for practitioners and academics alike.

1.3 Research Questions

1. Does digital human resource practices influence digital marketing performance compare in Nigeria?
2. What are the relationship between digital marketing performance and digital transformation in Nigeria?
3. What are the relationship between digital marketing performance and talent management in Nigeria?

1.4 Research Objectives

1. To examine the role of human resource digital practices on digital marketing performance in Nigeria.
2. To determine the role of digital transformation on digital marketing performance in Nigeria.
3. To examine the role of talent management on digital marketing performance in Nigeria.

1.5 Significance of the Study

This research focus human resource management role in supporting digital marketing strategies within organizations (Digital marketing firms) in Lagos state Nigerian. The researcher limit's examination on the practices of human resource management and its effects on digital marketing in the Nigerian context, without extensive comparisons to other countries or regions. The study will primarily rely on data collected from among human resource professionals and digital marketers working in marketing companies in Lagos state Nigerian which are the targeted respondents. The findings may not be

fully generalizable to other developing economies due to the unique cultural, economic, and regulatory factors that shape the business environment in Nigeria. Additionally, the study will be constrained by the availability and accessibility of relevant data and information, as well as the voluntary participation of the respondents. We'll do everything in our power to lessen these restrictions and guarantee the accuracy and authenticity of the study results.

1.6 Scope of the Study

This research will add to the body of knowledge already available on the relationship between digital marketing and human resource management in Nigeria. Academic academics and practitioners in the fields of HRM and digital marketing will find great value in the findings. This study will deepen the understanding of the role that HRM plays in bolstering and improving digital marketing tactics in the Nigerian business environment for scholars. Future studies on the changing dynamics between digital marketing and human resource management in developing nations may draw from these findings as well.

For practitioners, this study will offer practical recommendations and guidelines for Nigerian organizations on how to leverage their human resource management practices to build a talented, agile, and digitally-savvy workforce capable of delivering effective and impactful digital marketing campaigns. The insights gained from this study may help organizations in Nigeria optimize their human capital management to support their digital marketing initiatives and achieve a sustainable competitive advantage.

1.7 Definition of Key Terms

Digital Marketing: Is the process of promoting goods, services, or brands and interacting with consumers using digital platforms and tactics (Ogbuji & Ndubisi, 2019).

Human Resource Management: Which includes hiring, developing, and retaining staff, is the process of overseeing an organization's labour to meet its goals (Akanbi et al., 2021).

Digital Transformation: To utilise digital technologies and satisfy the changing demands of the digital economy, an organisation must alter its structures, procedures, and culture. This process is known as digital transformation (Bamgbose & Olanrewaju, 2020).

Talent Management: Professionals with specific knowledge and experience in fields including content production, social media marketing, search engine optimisation, data analytics, and digital campaign management are known as talent managers (Sanni & Esiekpe, 2022).

Digital Marketing Performance: Marketing performance is the degree to which the stated aims and objectives of the marketing team are met by the actual results. It is measured using a variety of measures and key performance indicators (KPIs), such as client rate (Akanbi et al., 2021).

Human Resource Digital Practices: Refer to the digital transformation of HR services and procedures through the use of social media, mobile, analytics, and cloud (SMAC) technologies. While it develops gradually as businesses grow, digital HR represents a fundamental change in how HR technology is viewed and used (Akanbi et al., 2021).

1.8 The Organisation of the Study

There are five chapters in this thesis: The context, problem statement, aims, research questions, significance, scope, and constraints of the study are all covered in the first chapter, along with definitions of important words. Chapter 2: Review of Literature: With an emphasis on the Nigerian context, this chapter will provide a thorough analysis of the body of research on the function of HRM in bolstering digital marketing tactics. Chapter 3: Approach This chapter will provide an overview of the study's data gathering strategies, sample plans, and data processing protocols. Chapter 4: Data Analysis and Findings: This chapter will include an analysis of the data that was gathered as well as the main conclusions drawn from the research. Chapter 5: Concluding remarks and suggestions: The primary findings of the study will be outlined in this chapter, along with suggestions for Nigerian businesses looking to improve their performance and skills in digital marketing through the efficient use of human resource management.

1.9 Summary

This chapter emphasised the significance of carrying out the investigation, which fills in the vacuum in the literature and accomplishes the goals of the study. The introduction, background, aims, and significance of the study, as well as its purpose, aim, and relevance, were also covered in this chapter. The several relevant studies on how human resource management helps Nigerian businesses implement digital marketing strategies are presented in the upcoming chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

An overview of pertinent research on the function of human resources in bolstering digital marketing strategies within businesses is provided in this chapter. The chapters are divided into three sections: an introduction to digital marketing, an analysis of its significance, HR's involvement in digital transformation, and the connection between HR procedures and the effectiveness of digital marketing campaigns. The development of the study's hypotheses and conceptual framework are also covered in this chapter.

2.1 Digital Marketing Concept and Importance.

Over the past ten years, there has been a noticeable trend towards the digital transformation of marketing initiatives as businesses attempt to adapt to the quickly changing digital world and shifting consumer behaviour. Digital marketing is the process of promoting goods and services, interacting with consumers, and achieving marketing goals using digital technology, channels, and platforms. The term "digital marketing" describes the use of digital platforms and technologies to interact with consumers to promote companies, goods, and services (Bala & Verma, 2018). According to Chaffey and Ellis-Chadwick (2019), it includes a broad range of initiatives, such as search engine optimisation, social media marketing, email marketing, content marketing, and online advertising. Organisations are finding it more and more crucial to implement digital marketing techniques since they enable them to communicate with a larger audience, personalise their messaging, and monitor the success of their campaigns (Järvinen & Karjaluoto, 2015). The literature has been more

interested in examining the connection between successful digital marketing tactics and human resource practices. Key HR practices that can support the successful execution and results of digital marketing activities have been identified by several studies (Bala & Verma, 2018). The adoption of digital marketing technologies, the creation of a workforce prepared for the digital age, and the general success of the company's digital marketing initiatives can all be facilitated by the efficient use of these HR practices (Castillo-Apratriz & Matey, 2020).

Scholarly and professional publications have stressed the significance of digital marketing. Compared to traditional marketing strategies, digital marketing has several benefits, such as more personalisation, better targeting, higher levels of client involvement, and more accurate performance tracking and optimisation (Lamberton & Stephen, 2016). Furthermore, studies have shown that, in comparison to conventional marketing techniques, digital marketing strategies are more economical and successful (Chaffey & Ellis-Chadwick, 2019). The utilisation of digital marketing has been increasing in Nigeria due to the country's increasing internet penetration and population's growing use of digital devices (Adegbuyi et al., 2015). As businesses look to capitalise on the advantages of channels like social media, search engine optimisation, email marketing, and mobile advertising, the marketing landscape in Nigeria has seen a move towards integrated digital marketing techniques (Okonkwo & Ojiaku, 2018).

Even though digital marketing is widely acknowledged to be important, many organisations still struggle to successfully integrate and implement digital marketing strategies, especially in developing countries like Nigeria (Adegbuyi et al., 2015). One crucial element of success for digital marketing has been found to be its integration

with other organisational activities, such human resource management (Strohmann et al., 2019). The body of empirical study that particularly looks at the HR-marketing integration and its effects on digital marketing performance in the Nigerian business environment is somewhat small, despite the literature's emphasis on the significance of digital marketing in Nigeria. The present literature mostly focuses on the adoption and problems of digital marketing in Nigeria, with less attention paid to the HR function's contribution to the success of digital marketing. This lack of comprehensive understanding adds to the gaps in the literature. This study fills in the gaps by providing a more thorough grasp of the precise mechanisms and procedures that HR may use to support and enable digital marketing initiatives in the Nigerian setting. Through the filling in of these research gaps, the proposed study will be able to add empirical support and a deeper comprehension of the HR-marketing integration and how it affects digital marketing success in the Nigerian business environment to the body of existing literature.

2.2 Digital Transformation

The term "digital transformation" describes the process of integrating digital technologies into every aspect of a business, radically altering how it functions and provides value to its clients (Vial, 2019). Digital transformation is a critical concept in context of digital marketing since it entails the adoption and use of diverse digital platforms and technologies to improve an organization's marketing performance and capabilities (Fitzgerald et al., 2014).

The implementation of digital marketing and technological tools within an organisation is encompassed by the ability to recognise, allocate resources to, and proficiently employ a variety of digital marketing tools and technologies, including customer

relationship management systems, content management systems, marketing automation platforms, and data analytics tools (Herhausen et al., 2020). Since HR is in charge of matching the organization's human resources to the needs of the digital era, its function is becoming more and more significant (Stone et al., 2015). By (1) hiring and fostering the development of digital skills within the workforce and (2) creating and executing HR policies that facilitate and promote the adoption of digital technologies, human resource professionals play a critical role in supporting the process of digital transformation (Obeidat et al., 2017).

Redesigning and optimising marketing procedures to take use of digital capabilities including data-driven decision-making, personalised consumer communication, and automated lead generation is known as digital process transformation (Svahn et al., 2017). Establishing an environment in which staff members are incentivised to prioritise and support the integration of digital technology into their everyday job tasks, with the goal of propelling the digital revolution in marketing (Singh & Hess, 2017). Ensuring that workers have the digital skills and competencies required to use digital technologies and take part in the digital transformation of marketing, especially those in marketing and allied fields (Strohmann et al., 2019). Organisations in Nigeria may improve their digital marketing performance, increase their ability to adapt to changing market conditions, and strengthen their digital marketing capabilities by managing the digital transformation of marketing in an effective manner.

2.3 Digital Marketing Performance

The use of digital technologies to create, communicate, and deliver value to customers as well as to manage customer relationships in ways that benefit the organisation and its stakeholders" is the definition of digital marketing (Chaffey & Ellis-Chadwick,

2019). According to Bala and Verma (2018), it includes a variety of tasks like search engine optimisation, social media marketing, email marketing, content marketing, and online advertising. According to Järvinen & Karjaluoto (2015). Few or no studies have explicitly examined the role of HR in supporting digital marketing activities, even though numerous research have examined the importance of HR practices in digital marketing. Nonetheless, most of the study done in developed nations has centred on digital marketing effectiveness and how it affects HR operations; very little has been done in the Nigerian context (Akinnubi et al., 2020)

Therefore, the gap of mastering how the digital revolution across organizations in Nigeria affects the HR function and its ability to support digital marketing is an important area of inquiry hence the need for engaging on this research. According to (Aderibigbe & Mjoli, 2019) the literature on talent management in the digital age has predominantly centered on the challenges of attracting, developing, and retaining digital marketing professionals. However, the lack of empirical evidence on the specific talent management practices that Nigerian organizations employ to support their digital marketing initiatives makes it imperative for this research to be done to provide a clear model to closing this gap.

2.4 Human Resource Digital Practices

In the context of digital marketing, relevant HR practices which are the focus of this research are development and training programs that enhances the performance of digital marketing process of an organization in collaboration to their talent management and digital systems transformation (Castillo-Apraz & Matey, 2020). Note that there is more human resource digital practices, however researcher focuses of the few mention above, this independent variable refers to the extent to which HR functions, processes,

digitized and leveraged within the organization. This comprises employing digital tools like application. Giving staff members access to online training programs, virtual classrooms, and digital performance support tools, among other digital learning and development options. Digital employee onboarding refers to the practice of automating and streamlining employee onboarding via the use of digital technologies (Castillo-Apraiz & Matey, 2020).

Human capital management practices are part of HR practice that related to workforce acquisition and optimization can contribute to digital marketing performance. Capital Management is a comprehensive approach to managing an organization's most asset - its people. Human capital management encompasses a set of practices that focus of "workforce acquisition and workforce optimization" (Marler & Boudreau, 2017). The HCM practice of workforce acquisition is crucial for building a skilled and capable digital marketing team. This includes recruitment and selection processes to attract and identify individuals with the necessary digital marketing competencies. As Strohmman et al. (2019) highlight, "the availability of digital marketing talent is a key factor in the successful implementation of digital marketing strategies." Effective employer branding and recruitment strategies can help organizations to "attract and retain the best digital marketing talent" (Bondarouk et al., 2017). By ensuring the company has the proper individuals with the required digital skills and knowledge, this can then help to increase the performance of digital marketing.

Human capital management practices related to workforce optimization, such as training and development, are also essential for enhancing digital marketing performance. Training and development programs can "up skill existing employees in digital marketing competencies," enabling them to effectively implement and adapt to

evolving technological marketing strategies (Strohmann et al., 2019). As Bondarouk et al. (2017) suggested that, investing in the development of digital marketing skills can lead to better organizational performance in the digital domain. Moreover, performance management systems that align individual goals with digital marketing objectives can ensure that employees' efforts are directed towards achieving the organization's digital marketing goals (Marler & Boudreau, 2017). This, in turn, can contribute to improved digital marketing performance. By aligning HCM practices with the organization's digital marketing initiatives, HR function can play a crucial role in building a capable and adaptable workforce that can support the successful implementation and performance of digital marketing strategies. Digital HR self-service: Enabling employees to access and manage Human Resource-related information and tasks through digital platforms and mobile apps. Human Resource practices refer to the various policies, programs, and activities undertaken by the human resources function to manage and develop the organization's workforce (Stone et al., 2015).

2.5 Talent Management

According to (Abo Ryhan, 2020), talent management is a set to integrated organizational human resource processes designed to, attract, develop, engage and retain productive engaged employees. Talent management is essential in the context of digital marketing since it entails finding, hiring, and training staff members who possess the digital skills and competences needed to spearhead effective digital marketing campaigns (Royle & Laing, 2014). Effective talent management can be achieved by in order to hire personnel with a strong digital background, the company must be able to draw in and choose applicants with the necessary digital marketing expertise, including data analytics, content production, social media management, and the ability to use digital marketing tools (Strohmann et al., 2019). The process of offering current

employee's opportunities for on-going training and development to advance their knowledge and abilities in digital marketing-related fields like search engine optimisation, email marketing, and digital advertising is known as training and developing digital competencies (Bondarouk et al., 2017).

Talent can be managed by implementing performance management systems that recognize and reward employees for their contributions to digital marketing initiatives, such as achieving digital campaign objectives, improving customer acquisition, and increasing digital marketing-driven revenue (Marler & Boudreau, 2017). Designing compensation and reward structures that incentivize and motivate employees to develop and apply their digital marketing skills, thereby enhancing the organization's digital marketing performance (Strohmann et al., 2019). Organisations in Nigeria may attract, develop, and retain the right individuals with the required digital skills and competences by managing talent in the context of digital marketing successfully. This will ultimately lead to improved performance in digital marketing.

2.6 Hypotheses Development

2.6.1 Relationship between Human Resource Digital Practices and Digital Marketing Performance

Organisations that want to achieve exceptional digital marketing performance must prioritise human resource management's involvement in the recruitment and retention of digital marketing talent (Strohmann et al., 2019). The human resource digital practices can contribute effectively to digital marketing performance. The effective implementation of these human resource digital practices can contribute to the recruitment and retention of skilled digital marketing talent, which in turn can enhance the organization's digital marketing performance (Strohmann et al., 2019). In the

Nigerian context, where the effective integration of digital marketing with other organisational functions, like HRM, has been identified as a critical success factor (Adegbuyi et al., 2015; Okonkwo & Ojiaku, 2018), this relationship between HR digital practices and digital marketing performance is especially pertinent.

H1: There is a positive relationship between human resource digital practices and digital marketing performance in organization.

2.6.2 Relationship between Digital Transformation and Digital Marketing Performance

According to research, the HR department can enhance an organization's success in digital marketing by fostering digital transformation (Strohmann et al., 2019). HR in particular may be very helpful in locating, luring, and nurturing the digital talents and skills necessary for successful digital marketing, including data analytics, digital marketing management, and content production (Strohmann et al., 2019). Organisations may attract and retain the required people for digital marketing by using HR digital practices, such as talent management strategies, digital transformation, and selection (Bondarouk et al., 2017). By ensuring that the organization has the right digital skills and capabilities, HR can contribute to the successful implementation and execution of digital marketing initiatives, thereby enhancing the overall digital marketing performance. The Resource-Based View (RBV) hypothesis, which contends that an organization's competitive edge comes from its special and priceless resources, especially its human capital (Barney, 1991), can be used to explain this link. When it comes to digital marketing, an organization's performance in this area can be seen as a source of competitive advantage. This is because one of the most important human

resource-related factors that affect this performance is the availability and utilisation of digital marketing talent.

H2: There is a positive relationship between digital transformation practices and digital marketing performance in organization.

2.6.3 Relationship between Talent management and Digital Marketing Performance

According to existing research, the HR department can have a significant impact on workers' talent management and capacities development, both of which are critical for the successful execution of digital marketing initiatives (Bondarouk et al., 2017; Strohmann et al., 2019). Employers may create a workforce with the digital skills necessary to carry out digital marketing campaigns by using talent management strategies, such as offering extensive training and development opportunities. HR can guarantee that the company has the digital marketing talent needed to take advantage of developing technology, data analytics, and digital channels by investing in employee training and up skilling (Strohmann et al., 2019). As a result, the company will be better able to produce more successful digital marketing campaigns and adjust to the quickly changing digital scene, which can ultimately result in greater digital marketing performance.

H3: There is a significant relationship between Talent management and digital marketing performance in organization.

2.7 Conceptual Framework

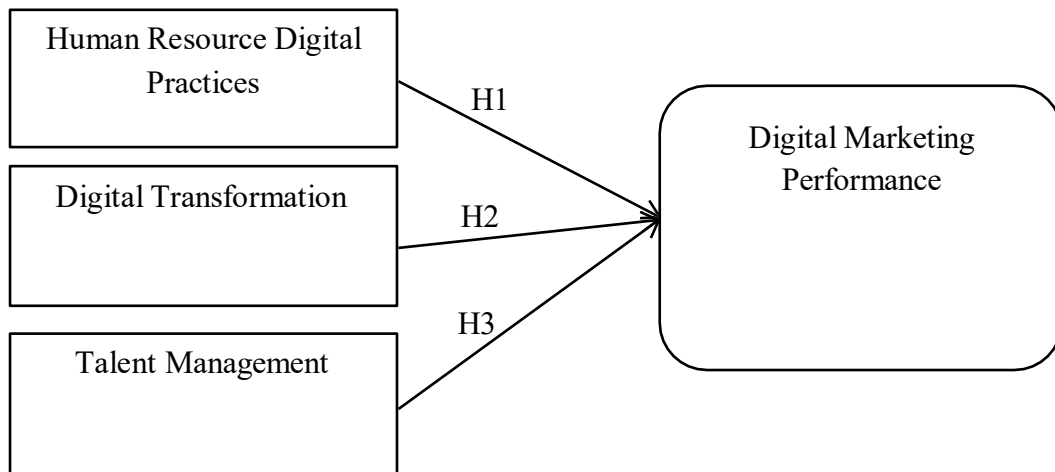


Figure 2:1 Conceptual Framework

2.8 Underpinning Theory

According to Barney (1991), an organization's valuable, uncommon, unique, and non-substitutable resources and capabilities are the source of its sustainable competitive advantage. Within the framework of this investigation, the HR digital practices and HR change management competencies can be perceived as vital organisational assets that have the potential to enhance the digital marketing performance of the organisation. Valuable resources include the human resource department's efficient use of digital technologies to support decision-making, increase employee engagement, automate operations, and provide HR services. Since not all businesses have the same degree of digital HR capabilities, these practices are uncommon. Since creating such digital HR practices necessitates large expenditures in technology, procedures, and organisational transformation, they are also unique and non-replaceable. Organisations can improve their digital marketing effectiveness and get a long-term competitive edge in the digital market by utilising these human resource-related skills and capabilities. The human resource marketing integration concept emphasises how integrating HR and marketing operations

can help an organisation accomplish its goals for digital marketing and provide better digital customer experiences.

2.9 Conclusion

The literature on HR's support of digital marketing initiatives in businesses has been reviewed in this chapter. The chapter has emphasised the significance of digital marketing in today's company environment, the vital role that human resources play in supporting digital transformation, and the particular HR procedures that may help make digital marketing campaigns successful. The conclusions drawn from this survey of the literature serve as the basis for the next chapters' empirical analysis of the research problem.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology adopted for this study on the HR role in digital marketing in Nigeria. Given the nature of this research which includes subsections that deals with research design framework and data collection procedure, quantitative research approach was deemed most appropriate to investigate the hypothesized relationships. In this chapter population and sampling are reviewed here together with data analysis technique and descriptive analysis that are also discussed.

3.1 Research Design

For this study, a quantitative approach was used to collect primary data. The aim of this research was to investigate the role of HR Digital Practices, Digital Transformation, Talent Management towards digital marketing performance in Nigeria. This investigation used a quantitative research design. Quantitative research is the study of social science using empirical methodology and assumptions. An empirical statement, according to Cohen (1988), describes the circumstance as it "is" in the "actual world," as opposed to how it "should" be.

The use of a quantitative research design helps in collecting of numerical set of data's, testing of hypotheses, and establishment of statistical relationships between the variables which allows for examining the relationships between the dependent variable digital marketing performance and independent variables HR digital practices, HR change management and HR marketing integration (Creswell & Creswell, 2017). The procedures that the researcher must adhere to in order to accomplish the stated research

objectives are specified in the research design. The selection of a quantitative research technique was based on its shown effectiveness in obtaining information, conducting surveys to obtain data, and producing statistical analysis based on the data acquired. Because it enables the researcher to thoroughly examine the opinions of a sizable sample of respondents on the given event, the current study uses a quantitative research approach. Consequently, the investigator might embrace a particular viewpoint of human conduct (Lakshman, Sinha & Biswas, 2000). The goal of quantitative research is to assess how generalizable its conclusions are (Neuman, 2006).

3.2 Population and Sampling

Organisations working in Nigerian HR departments in the digital marketing sector in and around Lagos, Nigeria, make up the study's target demographic, Lagos state Nigeria have the largest population and organisation's sector, The sample was chosen using a non-probability sampling technique because the study needed to include organisations with human resources departments and those that have employed digital marketing tactics (Etikan et al., 2016). For company would be the primary unit of analysis used to establish the sampling for this study. This could include employees from various departments, such as marketing, digital marketing, human resources, and information technology. To establish the sampling frame, the researcher could compile a list of organizations in Nigeria that are actively engaged in digital marketing. The list have be obtained from industry associations, government databases, or other reliable sources. The sampling frame would include the contact information of the key personnel like, HR managers and digital marketing managers within these organizations. Using G*Power software, the sample size was calculated with a minimum of 185 organisations, a medium effect size, a significance level of 0.05, and a statistical power of 0.80 (Cohen, 1988). Population size is 1000 hr employees and samplings data is 200

using a statistically power that the sampling size of a population of 1000 and 200 samplings data was justified using statistic descriptive analysis test.

3.3 Data Collection Procedure

A questionnaire is used as data collection tool. Using of a questionnaire, which consists a list of questions that participants must respond to, to gather data. The study has a sample size are generated from the larger population of human resource workers across nigeria and the researcher has created approximately 200 sets of questionnaires to be distributed. The target population was given access to the questionnaire through Google Forms. The researcher obtained permission from the head of administration in the human resources department of each organizations that their employees is smaped to participate in responding to the questionnaire within the allotted time frame allowed for response. The questionnaire was developed based on validated scales from previous studies and adapted to the Nigerian context (Dillman et al., 2014). Along with parts that measured the independent and dependent variables, the questionnaire also included demographic data on the participating organisations. Using this approach, researchers asked particular individuals to independently complete questionnaires and submit the results. The respondents will have three weeks from the time the survey is sent out to finish it. The questionnaire must be completed in order for the researcher to proceed with research analysis. This process takes an additional two weeks to finish. It took almost six weeks to do this entire treatment.

Completing an online survey is simple and quick. In this case, researchers only need to send out a website invitation link or cross over to social media (Fowler, 2014; Sekaran & Bougie, 2019). The internet can now reach those who are difficult to reach thanks to online survey research (Sekaran & Bougie, 2019). It is possible to conduct extensive

surveys with online questionnaires. An email with a link to an online survey is sent to respondents, who can complete it whenever it's convenient for them (Sekaran & Bougie, 2019). Because computerized processing saves money, time, and effort, this shift is advantageous (Fowler, 2014; Sekaran & Bougie, 2019).

3.4 Research Instrument and Measurement of Variables

The instrument used in this research is a questionnaire, this questionnaire instrument is used to collect data from similar set of questions issued and answered by individual respondents. Furthermore, Walliman (2011) characterized this tool as a means of prearranging questions and getting responses from respondents without physically meeting or conversing with them. Furthermore, as Kittur (2023) notes, a quantitative study makes use of tools like surveys because its purpose is to examine quantifiable data. A questionnaire is an appropriate tool for this study, according to the standards, since it allows for a generic and quantifiable answer from the participants. It can help determine the connection between the performance of digital marketing and the HR role in it.

The research adapted and modifies previous studies while developing the questions in the questionnaire. Using the measure of adapting can help and allow efficient comparison of questions from previous research done around the same subject matter, human resource role in digital marketing performance in Nigeria. This questionnaire is developed based on the problem statement, objectives and research questions.

Table: 3.1: Measurement of variable

Variable	Number of Items	Adapted from
-----------------	------------------------	---------------------

Demographic Profile	4	
Digitalmarketing performance	3	Järvinen & Karjaluoto, 2015
HR digital practice	3	Bondarouk & Ruël, 2009
Digital Transformation	3	Cummings & Worley,
Talent Management	3	Chimhanzi & Morgan, 2005

16

3.5 Data Analysis Techniques

The researcher used SPSS version 28 to analyse the collected data since it is a helpful tool for assessing response outcomes. Nevertheless, this study's inquiry used descriptive statistics and the correlation analysis method. Regression analysis was used to test the study's hypotheses, nevertheless. Analysing the measuring scales' construct validity (factor analysis) and internal consistency (Cronbach's alpha) yields reliable results (Hair et al., 2010). Correlation analysis: Using Pearson's correlation coefficients, the bivariate correlations between the independent and dependent variables are examined (Pallant, 2016). Multiple regression analysis: Assessing the independent variables' ability to predict the dependent variable while accounting for possible confounding variables (Cohen et al., 2003).

3.6 Descriptive analysis

Descriptive analysis is the act of turning raw data into a structure that identifies a set of variables in a given circumstance. To assess the importance of the means, medians, and

modes of the collected data, descriptive analysis will be employed. Additionally, the standard deviation will be determined. This approach can be used to measure the respondents' demographic characteristics, including their age, gender, level of education, and employment status. Additionally, it helps researchers understand and describe the information that respondents to the questionnaire provided.

3.7 Pilot test and reliability test

A pilot study was conducted as part of this investigation to ensure that the employees understood the aim of the surveys. Online Google Forms were used to distribute the surveys in order to save time and effectively manage the limited resources for this study. Examining the instrument's reliability in the context of a reliability test guarantees that each item on the instrument is consistent. Even though the instrument is used for a variable amount of time, it still shows stability. Thus, an instrument's stability or consistency can be determined by looking at its reliability test result, where a higher or outstanding score means the instrument is: All measures are done to ensure the effectiveness of this study to and its reliability.

Cronbach's Alpha Coefficient.

Constructs	Cronbach's Alpha	No of Item
1. Digital Marketing Performance	.824	3
2. Human Resource Digital Practices	.877	3
3. Digital Transformation	.865	3
4. Talent Management	.856	3

Table 3.2 Cronbach's Alpha Coefficient

This Cronbach's Alpha are test done to examine the coefficient of all the instruments use in this study and the test shows that the item are highly significant and reliabiable.

3.8 Conclusion

The research technique used in this study on the HR function in digital marketing in Nigeria has been described in this chapter. There has been a description of the sampling, data gathering, and analysis procedures as well as the quantitative and correlational study design. The ethical measures employed to guarantee the integrity of the study process were also covered in this chapter.



CHAPTER FOUR

RESULTS AND ANALYSIS

4.0 Introduction

The data analysis from the survey and the statistical techniques employed in this investigation are presented in this chapter. It covers the analysis of descriptive data and the interpretation of the results. Analysis is also done on the instruments' reliability test for both independent and dependent variables. Ultimately, the outcomes of the regression analysis and hypothesis testing will be showcased to ascertain the acceptance or rejection of the put out hypotheses.

4.1 Response Rate

In this study, the form link which is the questionnaires was sent to group pull of 200 respondents, and a total of 186 responses were obtained, which leave the response rate to 93.00% for this study. More so the data set from the questionnaire were coded and analyzed. See table 4.1 below

Table 4.1 Questionnaire Distribution

Questionnaire	Response Rate
Distributed	200
Returned and Usable	186
Not Returned	14
Total Response Rate	93.00%
Usable Response Rate	98.5%

Table 4.1: Questionnaire Distribution

4.2 Descriptive Analysis

Descriptive Statistics		Gender	Age	Educational Levels	Job Status
N	Valid	186	186	186	186
	Missing	0	0	0	0
Mean		1.5269	3.2151	2.3172	2.7258
Std. Error of Mean		.03671	.10220	.07705	.07831
Median		2.0000	3.0000	2.0000	3.0000
Mode		2.00	4.00	3.00	4.00
Std. Deviation		.50062	1.39380	1.05083	1.06800
Variance		.251	1.943	1.104	1.141
Range		1.00	4.00	3.00	3.00
Minimum		1.00	1.00	1.00	1.00
Maximum		2.00	5.00	4.00	4.00
Sum		284.00	598.00	431.00	507.00

Table 4.2: Descriptive Analysis

The data presented provides descriptive statistics for four variables: Gender, Age, Educational Levels, and Job Status. The sample size for each variable is 186, with no missing values.

For Gender, the mean value is 1.5269, with a standard deviation of 0.50062, indicating a relatively equal distribution between two categories (likely male and female, given the range of 1 to 2). The mode is 2.00, suggesting that the second category is more frequent.

The mean age of the respondents is 3.2151, with a bigger standard deviation of 1.39380, indicating greater variety in their ages. With a range of 1 to 5, the median and mode are near to one another at 3.00 and 4.00, respectively, suggesting a propensity towards older age groups.

Educational Levels, with a mean of 2.3172 and a standard deviation of 1.05083, show some diversity in the educational attainment of the participants. The mode is 3.00, suggesting that a moderate level of education is most common. The range spans from 1 to 4, indicating four distinct levels of education.

The mean of 2.7258 is shown on Job Status of the respondents, with a standard deviation of 1.06800, suggesting variation in employment status. The median and mode are both 3.00 and 4.00, respectively, with a range of 1 to 4, indicating different categories or levels of job status among the respondents. Overall, the data highlights the distribution and variability of the sample across these demographic and socio-economic variables.

4.2.1 Gender

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	88	47.3	47.3	47.3
	Female	98	52.7	52.7	100.0
	Total	186	100.0	100.0	

Table 4.3: Gender

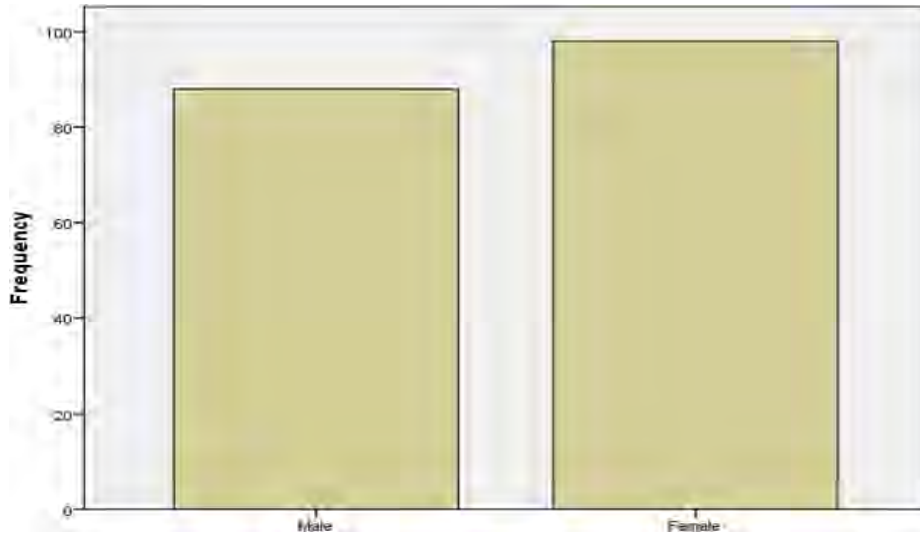


Figure 4.2: Gender

In a survey conducted, the gender distribution of participants was recorded and analyzed. Out of a total of 186 respondents, 88 were male, which accounts for 47.3% of the sample. The remaining 98 participants were female, making up 52.7% of the total. Both genders are equally represented in terms of the cumulative percentage, with males contributing to the initial 47.3% and females completing the total to 100%. This data highlights a slightly higher female representation in the survey compared to males.

4.2.2 Age

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25 years	35	18.8	18.8	18.8
	26-35 years	19	10.2	10.2	29.0
	36-45 years	43	23.1	23.1	52.2
	46-50 years	49	26.3	26.3	78.5
	50 years and above	40	21.5	21.5	100.0
	Total		186	100.0	100.0

Table 4.4: Age

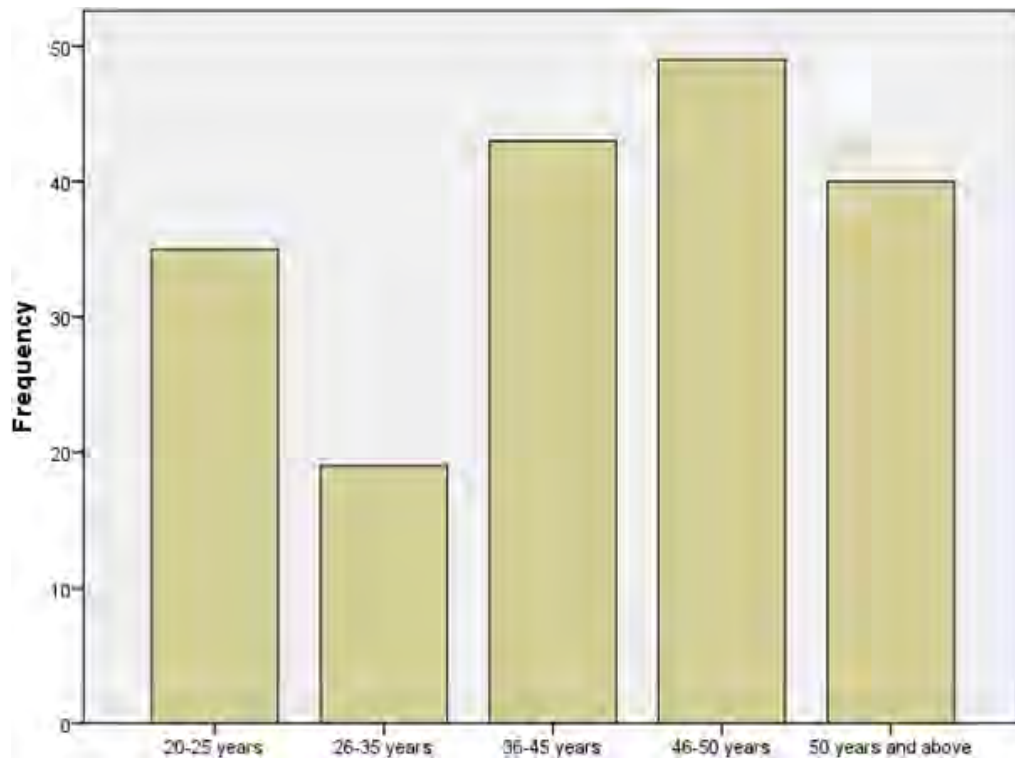


Figure 4.3: Age

The above table and figure 4.3 show the breakdown of the age distribution among all individuals that responded to the survey. The largest age group is 46-50 years, comprising 49 individuals, which accounts for 26.3% of the total population. Following this, the 36-45 years age group represents 23.1% with 43 individuals. The group aged 50 years and above consists of 40 people, making up 21.5% of the total. The 20-25 years group includes 35 individuals, representing 18.8%, while the smallest age group, 26-35 years, comprises 19 individuals, making up 10.2% of the population. The cumulative percentages indicate that by the age of 50, 78.5% of the individuals are accounted for, with the remaining 21.5% being 50 years or older.

4.2.3 Educational Level

Educational Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Higher National Diploma (HND)	56	30.1	30.1	30.1
	Degree	41	22.0	22.0	52.2
	Master's Degree	63	33.9	33.9	86.0
	Doctorate Degree	26	14.0	14.0	100.0
	Total	186	100.0	100.0	

Table 4.5: Educational Level

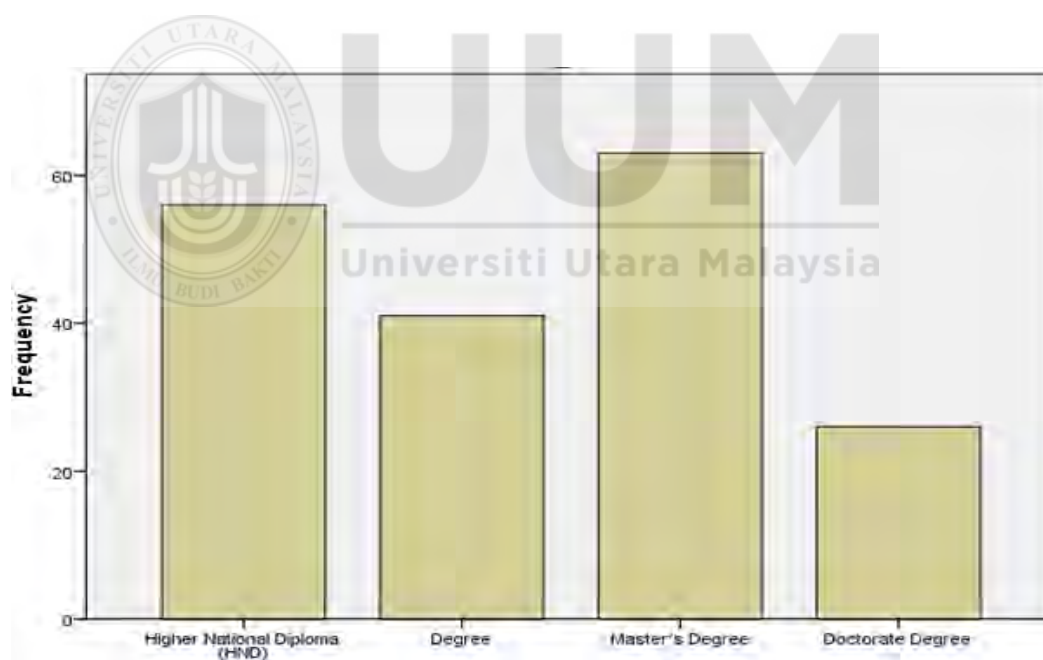


Figure 4.4: Educational Level

The data represents the distribution of individuals based on their educational levels in a sample of 186 people. The most common educational qualification is a Master's Degree, held by 33.9% of the sample, followed by Higher National Diploma (HND) at 30.1%. Those with a Degree make up 22% of the population, while the smallest group,

individuals with a Doctorate Degree, constitutes 14%. This breakdown shows a diverse range of educational achievements within the group, with the majority having advanced degrees beyond undergraduate studies.

4.2.4 Job Status

	Job Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head of department	30	16.1	16.1	16.1
	Manager	48	25.8	25.8	41.9
	Recruitment and hiring	51	27.4	27.4	69.4
	Staffs	57	30.6	30.6	100.0
	Total	186	100.0	100.0	

Table 4.6: Job Status

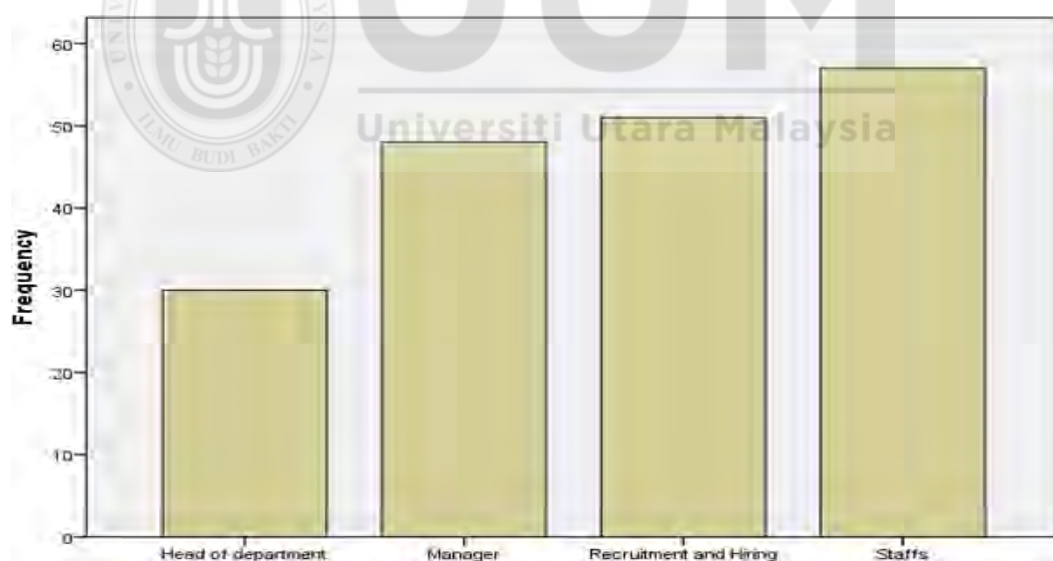


Figure 4.5: Job Status

The data represents the job status of 186 individuals, categorized into four roles: Head of Department, Manager, Recruitment and Hiring, and Staff. The largest group, comprising 57 people or 30.6% of the total, are staff members. This is followed by

individuals in Recruitment and Hiring, who make up 27.4% (51 people). Managers account for 25.8% of the total, with 48 individuals holding this role. Lastly, 30 individuals, representing 16.1%, are Heads of Departments. These percentages reflect the distribution of job roles within the sample, summing up to 100%.

4.3 Reliability

Constructs	Cronbach's Alpha	No of Item
Digital Marketing Performance	.824	3
Human Resource Digital Practices	.877	3
Digital Transformation	.865	3
Talent Management	.856	3

Table 4.7: Reliability

The reliability study of four constructs, each related to digital components of company processes and measured with Cronbach's Alpha, is shown in the table. Talent management, digital transformation, human resource digital practices, and digital marketing performance are among the constructs. For each construct, three items are used for assessment. These constructs' high levels of internal consistency are indicated by their Cronbach's Alpha ratings, which imply that each construct's elements measure a coherent idea. Cronbach's Alpha for Digital Marketing Performance is .824, which is a good indicator of reliability. With a Cronbach's Alpha of .877, Human Resource Digital Practices demonstrates an even greater level of reliability, indicating that the items are highly consistent. The reliability of Human Resource Digital Practices is considerably greater, with a Cronbach's Alpha of .877 indicating high consistency of the items. Both talent management and digital transformation have high levels of internal consistency (Cronbach's Alphas of .856 and .865, respectively). Overall, these results

imply that the constructs are accurately measured, giving rise to confidence in the data's consistency.

4.4 Validity (KMO and Bartlett's Test)

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
Bartlett's Test of Sphericity	Approx. Chi-Square	1577.061
	Df	66
	Sig.	.000

Table 4.8: KMO and Bartlett's Test

The KMO and Bartlett's Test of Sphericity scores are important metrics for determining whether or not data are suitable for factor analysis. A statistic that may be used for factor analysis that shows the percentage of variance among variables that could be common variance is the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. According to the study, the KMO score of 0.913 is deemed superb as it suggests that the sample size is sufficient and the data is probably appropriate for factor analysis. In order to determine whether the correlation matrix is an identity matrix which would suggest that the variables are unrelated and inappropriate for structure detection the Bartlett's Test of Sphericity is used. Here, the Bartlett's Test produced an approximate Chi-Square value of 1577.061 with 66 degrees of freedom and a significance level (Sig.) of 0.000. This result is statistically significant ($p < 0.05$), indicating that the correlations between variables are significantly different from zero, justifying the use of factor analysis. Together, these results suggest that the dataset is appropriate for factor analysis, as the variables exhibit sufficient inter-correlations.

4.5 Hypotheses Testing

4.5.1 Regression

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.500	.72128

Table 4.9: Model Summary

Key metrics for evaluating a regression model's performance are provided by the model summary. The linear relationship between the observed and predicted values is indicated by the "R" value, which in this case is 0.713, indicating a significant positive correlation. With an "R Square" (R^2) value of 0.508, the independent variables in the model may account for around 50.8% of the variability in the dependent variable.

A more accurate indicator of the goodness-of-fit for models with many predictors, the Adjusted R Square, which is marginally lower at 0.500, takes the number of predictors into account. The average deviation of the observed values from the regression line is shown by the "Standard Error of the Estimate," which is 0.72128. A model that fits the data better is indicated by a smaller standard error. Though there might yet be space for development, these indicators point to a model that is reasonably solid and fits well overall.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	97.953	3	32.651	62.762	.000 ^b
	Residual	94.683	182	.520		
	Total	192.636	185			

Table 4.10: ANOVA

The statistical significance of the regression model employed in this research is demonstrated by the ANOVA table. A significant amount of the variance in the

dependent variable can be explained by the model, as seen by the regression's sum of squares of 97.953 and matching mean square of 32.651. This contrasts with a residual sum of squares of 94.683, which shows how much of the variation the model is unable to explain. With a computed F-statistic of 62.762, the significance level (p-value) is .000, significantly lower than the conventional cutoff of 0.05. This finding implies that all of the independent variables in the model together have a substantial effect on the dependent variable, and it is highly unlikely that this finding would have happened by accident. Overall, the data are consistent with the conclusion that the dependent variable's variability can be meaningfully and statistically significantly explained by the regression model.

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.905	.221		4.099	.000
	HR Digital Practices	.318	.083	.332	3.830	.000
	Digital Transformation	.149	.071	.165	2.107	.037
	Talent Management	.295	.087	.287	3.377	.001

Table 4.11: Coefficients

The table displays the findings of a regression study that looked at how different factors affected a dependent variable. Three indicators are included in the model: talent management, digital transformation, and HR digital practices.

With a t-value of 4.099 ($p < 0.001$), the model's constant (intercept) is 0.905 and its standard error is 0.221. It is statistically significant. This shows that the dependent variable has a baseline value of 0.905 when the other variables are not present.

With a standardized beta coefficient of 0.332 and an unstandardized coefficient of 0.318, HR Digital Practices has a standard error of 0.083. This predictor has a t-value of 3.830 and is highly significant ($p < 0.001$), indicating that there is a positive correlation between an increase in HR Digital Practices and the dependent variable.

The standardized beta coefficient for digital transformation is 0.165, the standard error is 0.071, and the unstandardized value is 0.149. With a significance level of 0.037 and a t-value of 2.107, the effect is smaller than that of HR Digital Practices but still positive.

Ultimately, Talent Management displays a standardized beta of 0.287, an unstandardized coefficient of 0.295, and a standard error of 0.087. With a t-value of 3.377 ($p = 0.001$), this predictor likewise has a positive statistically significant effect on the dependent variable. All three of the factors together are statistically significant; talent management, digital transformation, and HR digital practices have the biggest effects. This implies that advancements in these fields are probably going to have a favorable effect on the desired result.

4.6 Hypothesis Results

Hypothesis	P value	Result
H1: There is a significant relationship between human resource practices and digital marketing performance	.000	Supported
H2: There is a significant relationship between digital transformation and digital marketing performance	.037	Supported
H3: There is a significant relationship between talent management and digital marketing performance	.001	Supported

Table 4.12: Hypothesis Results

The findings of hypothesis testing about the correlation between several elements and the performance of digital marketing are summarized in the table.

According to the first hypothesis (H1), there is a substantial correlation between the effectiveness of digital marketing and human resource practices. The hypothesis is supported since the P-value for this hypothesis is 0.000, which is less than the usual cutoff of 0.05. As a result, the null hypothesis (H0), which asserts that there is no meaningful association, is rejected and H1 is accepted.

Hypothesis (H2), digital transformation and the effectiveness of digital marketing are significantly correlated. The hypothesis is supported by the H2 P-value of 0.037, which is likewise less than 0.05. Thus, the null hypothesis is disproved and H2 is accepted.

There appears to be a strong correlation between talent management and the success of digital marketing, according to hypothesis 3 (H3). This hypothesis is also supported, with a P-value of 0.001, which means that H3 is accepted and the null hypothesis is rejected.

As a result of their statistically significant P-values, all three of the hypotheses (H1, H2, and H3) are accepted, hence supporting the finding that talent management, digital transformation, and human resource practices have a substantial impact on digital marketing performance. Each scenario shows that these elements actually have a significant impact on digital marketing outcomes, rejecting the null hypothesis (H0).

4.7 Summary

Digital marketing success was the dependent variable, and Chapter 4 included a thorough analysis of the data gathered from 186 respondents, examining the links between the three main independent variables HR Digital Practices, Digital Transformation, and Talent Management. The chapter started with descriptive statistics

that emphasized the sample's demographic and socioeconomic features. This was followed by validity and reliability evaluations that demonstrated the measuring tools' resilience.

The reliability analysis of the survey instruments was suggested by the strong internal consistency across all constructs, as indicated by Cronbach's Alpha. The KMO Measure and Bartlett's Test of Sphericity were used in the validity assessment to further examine the data's eligibility for factor analysis. This confirmed a sufficient sample size and substantial inter-variable correlations.

Regression analysis revealed significant positive relationships between the independent variables and digital marketing performance, with HR Digital Practices showing the strongest influence, followed by Talent Management and Digital Transformation. These findings were consistent with the hypothesis testing results, where all three hypotheses (H1, H2, and H3) were supported with statistically significant P-values. Thus, the null hypothesis (H0), which suggested no significant relationships, was rejected for each case. Overall, Chapter 4 established that improvements in HR Digital Practices, Digital Transformation, and Talent Management are significantly associated with enhanced digital marketing performance. This conclusion underscores the importance of integrating these strategic areas within organizations to optimize digital marketing outcome.

CHAPTER FIVE

DISCUSSION CONCLUSION AND RECOMMENDATION

5.0 Introduction

The results of the study are thoroughly examined in this chapter, with an emphasis on how they connect to and validate the theories presented in the introduction. The study's conclusions regarding the connection between digital marketing performance and human resource management were also covered in this chapter. These included advances in methodology as well as theoretical and practical developments. The chapter also assessed the study's shortcomings and offered suggestions for additional research.

5.1 Discussion

With a t-value of 4.099 ($p < 0.001$), the model's constant (intercept) is 0.905 and its standard error is 0.221. It is statistically significant. This shows that the dependent variable has a baseline value of 0.905 when the other variables are not present. With a standardised beta coefficient of 0.332 and an unstandardised coefficient of 0.318, HR Digital Practices has a standard error of 0.083. This predictor has a t-value of 3.830 and is highly significant ($p < 0.001$), indicating that there is a positive correlation between a rise in digital practices for human resources and the dependent variable.

According to the first hypothesis (H1), there is a substantial correlation between the effectiveness of digital marketing and human resource practices. The hypothesis is supported since the P-value for this hypothesis is 0.000, which is less than the usual cutoff of 0.05. As a result, the null hypothesis (H0), which asserts that there is no meaningful association, is rejected and H1 is accepted.

Hypothesis (H2), digital transformation and the effectiveness of digital marketing are significantly correlated. The hypothesis is supported by the H2 P-value of 0.037, which is likewise less than 0.05. Thus, the null hypothesis is disproved and H2 is accepted.

There appears to be a strong correlation between talent management and the success of digital marketing, according to hypothesis 3 (H3). This hypothesis is also supported, with a P-value of 0.001, which means that H3 is accepted and the null hypothesis is rejected.

As a result of their statistically significant P-values, all three of the hypotheses (H1, H2, and H3) are accepted, hence supporting the finding that talent management, digital transformation, and human resource practices have a substantial impact on digital marketing performance. Each scenario shows that these elements actually have a significant impact on digital marketing outcomes, rejecting the null hypothesis (H0).

The standardised beta coefficient for digital transformation is 0.165, the standard error is 0.071, and the unstandardised value is 0.149. With a significance level of 0.037 and a t-value of 2.107, the effect is smaller than that of HR Digital Practices but still positive.

Talent Management exhibits a standardised beta of 0.287, an unstandardised coefficient of 0.295, and a standard error of 0.087. With a t-value of 3.377 ($p = 0.001$), this predictor likewise has a positive statistically significant effect on the dependent variable. All three of the factors together are statistically significant; talent management, digital transformation, and HR digital practices have the biggest effects. This implies that advancements in these fields are probably going to have a favourable effect on the desired result.

5.2 Findings Summary

5.2.1 Relationship between human resource practices and digital marketing performance.

The strongest relationship between digital marketing performance and the independent variables, according to the results of the regression analysis, is found in human resource digital practices. These findings are further supported by the correlation analysis, which demonstrates a high correlation between the variables. Therefore, it can be said that there is a strong and positive correlation between the effectiveness of digital marketing and digital practices for human resources in Nigeria.

HR Digital Practices has an unstandardised coefficient of 0.318, a standard error of 0.083, and a standardised beta coefficient of 0.332, according to the results of a regression study. This predictor has a t-value of 3.830 and is highly significant ($p < 0.001$), indicating that there is a positive correlation between an increase in HR Digital Practices and the dependant variable. The hypothesis is supported since the P-value for this hypothesis is 0.000, which is less than the usual cutoff of 0.05. As a result, the null hypothesis (H_0), which asserts that there is no meaningful association, is rejected and H_1 is accepted. This indicates that there is a strong correlation between digital marketing success and human resource strategies in H_1 . (Akanbi et al. 2021)

5.2.2 Relationship between digital transformation and digital marketing performance.

The reliability analysis of the survey instruments was suggested by the strong internal consistency across all constructs, as indicated by Cronbach's Alpha. The KMO Measure and Bartlett's Test of Sphericity were used in the validity assessment to further examine the data's eligibility for factor analysis. This confirmed a sufficient sample size and substantial inter-variable correlations. The hypothesis is supported by the H_2 P-value of 0.037, which is likewise less than 0.05. Thus, the null hypothesis is disproved and H_2 is accepted. This suggests that there is a significant correlation between digital marketing performance and digital transformation, which is consistent. According to Hypothesis 2 (H_2), digital transformation

and the effectiveness of digital marketing are significantly correlated. The standardised beta coefficient for digital transformation is 0.165, the standard error is 0.071, and the unstandardised value is 0.149. With a significance level of 0.037 and a t-value of 2.107, a positive relationship is shown.(Bamhbose & Olanrewaju 2019)

5.2.3 Relationship between talent management and digital marketing performance.

Talent Management exhibits a standardised beta of 0.287, an unstandardised coefficient of 0.295, and a standard error of 0.087. With a t-value of 3.377 ($p = 0.001$), this predictor likewise has a positive statistically significant effect on the dependent variable. The results of the regression analysis showed that there were significant positive correlations between the independent variables and the performance of digital marketing, with talent management having a positive and powerful influence. There appears to be a strong correlation between talent management and the success of digital marketing, according to hypothesis 3 (H3). This hypothesis is also supported, with a P-value of 0.001, which means that H3 is accepted and the null hypothesis is rejected.(Santi & Esiekpe 2022)

5.3 Implications and contributions of Study

This research adds a number of significant theoretical insights to the body of knowledge regarding the relationship between digital marketing and human resource management. It does this by first deepening our awareness of the strategic role HR specialists may play in assisting organisations in adopting and putting into practice digital marketing strategies. The study offers a more thorough theoretical framework for conceiving the HR-digital marketing interface by highlighting the particular HR competencies, practices, and interventions that support successful digital marketing projects. Second, by adding to the conversation on how HR's role is evolving in the digital age, this study advances the field. It illustrates how HR professionals need to change in order to effectively collaborate with and support digitally driven company

operations, like marketing. This demonstrates how important it is for HR to become more digitally fluent and to gain a better grasp of new technologies and how they will affect organisations.

Practically speaking, this study provides HR professionals and marketing executives in Nigeria with a number of insightful findings: It offers HR professionals a road map for acquiring the skills and tactics required to assist the digital transformation of marketing departments. This comprises HR policies that support an organisational culture supportive of digital innovation, training and development initiatives to upskill the workforce, and talent management strategies to draw and keep digital marketing talent. The study's conclusions might also direct curriculum design and human resource development initiatives for Nigerian universities and professional training centres. These programs can more adequately prepare the pool of future HR talent by giving both aspiring and experienced HR professionals the information and abilities needed to assist digital marketing. Overall, this study's theoretical and practical contributions help strengthen HR's strategic role in supporting Nigerian organisations' digital marketing skills, thereby enhancing their competitive edge in an increasingly digital business environment.

5.4 Limitations of the Study

When interpreting the results and implications, it is important to take into account the constraints that the current study experienced. These include: Representativeness and Sample Size: It is possible that the 186 respondents in the sample aren't sufficiently representative of the intended audience. More reliable and broadly applicable results would have been obtained with a bigger sample size.

Geographic Scope: Because the study was carried out in Nigerian surroundings, it was restricted to a specific geographic area, which would limit the findings' applicability in other

settings. Online survey Data: The information gathered was based on responses to an online questionnaire, which may have been biased or limited in scope, necessitating further research.

5.5 Recommendations

Targeted recruitment and engagement: Future research should think about putting measures in place to actively involve under-represented populations, like older age groups or people with lower educational attainment, in order to guarantee a more representative sample.

Extend the analysis's purview: This research concentrated on a small number of socioeconomic and demographic factors. To obtain a more thorough knowledge of the linkages, future studies could examine the impact of other variables like income level, marital status, or geographic region. Study design that is longitudinal: Performing a longitudinal study would offer important insights into how the variables and their associations change over time, enabling a more thorough examination of the dynamic nature of the phenomenon being studied.

Qualitative data collection: Including techniques for gathering qualitative data, like focus groups or interviews, could enhance the quantitative strategy and offer a deeper, more complex understanding of the viewpoints and experiences of the participants.

Implementation and dissemination: To support evidence-based decision-making and the creation of focused initiatives, the study's conclusions should be successfully communicated to pertinent parties, including practitioners, legislators, and the academic community.

5.6 Conclusion

This study conducts an empirical investigation into the relationship between the efficacy of digital marketing and the role of human resource management. As a result, the objectives were

followed when examining the data that had been gathered. It was demonstrated that there was a strong relationship between each of the three hypotheses and the efficiency of digital marketing. The main topics covered in Chapter 5 are the implications of the research's findings and the overall viewpoint. It also gives an idea of what might truly happen in the event that the issues found when examining the variable data are ignored.



REFERENCES

- Aderibigbe, J. K., & Mjoli, T. Q. (2019). Talent management and employee engagement in selected Nigerian banks. *SA Journal of Human Resource Management*, 17, 1-11.
- Aina, S., & Ojo, S. (2020). Workforce planning and organizational performance in Nigerian manufacturing firms. *Journal of African Business*, 21(1), 82-99.
- Akanbi, P. A., Oladele, R., & Adebayo, F. O. (2021). Effect of employee engagement on employee retention in the Nigerian banking industry. *International Journal of Productivity and Performance Management*, 70(2), 322-339.
- Akinnubi, O. P., Akinlabi, B. H., Oyetunde, O. I., & Levites Godwin. (519-525). Digital transformation and human resource management practices in Nigerian universities. *African Educational Research Journal*, 8(3), 2020.
- Akinyemi, B. O., Ogundele, O. J., & Akande, O. O. (2022). Knowledge sharing and innovation performance in Nigerian small and medium enterprises. *Journal of Small Business and Enterprise Development*, 29(1), 1-20.
- Bala, M., & Verma, D. (2018). A critical review of digital marketing. *International Journal of Management, IT and Engineering*, 8(10), 321-339.
- Bamgbose, J. A., & Olanrewaju, A. A. (2020). Transforming organizations through digital culture: Perspectives from Nigerian firms. *Digital Policy, Regulation and Governance*, 22(3), 169-184.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Bondarouk, T., & Ruël, H. (2009). Electronic Human Resource Management: challenges in the digital era. *The International Journal of Human Resource Management*, 20(3), 505-514.

Bondarouk, Van der Heijden, & Ruël. (2017). The added value of human resource information system for organizations from a technology perspective. *Human Resource Management, Social Innovation and Technology*. Emerald Publishing Limited., 3-20.

Castillo-Apr aiz, J., & Matey, J. (2020). HR practices for digital transformation: A systematic review. *International Journal of Environmental Research and Public Health*, 17(11), 3960.

Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing. *Pearson UK*.

Chimhanzi, J., & Morgan, R. E. (2005). Explanations from the marketing/human resources dyad for market-oriented organizational performance. *Journal of Business Research*, 58(6), , 787-796.

Cohen, J. (1988). Statistical power analysis for the behavioral sciences. *Routledge*.

Cohen, J., Cohen, P , West, S. G, & Aiken, L. S. (2003). Applied multiple regression/correlation analysis for the behavioral sciences. . *Routledge*.

Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313.

Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative approaches. *Sage publications*.

Cummings, T. G., & Worley, C. G. (2014). Organization development and change. *Cengage learning*.

Eze, S. C., Chinedu-Eze, V. C., & Bello, A. O. (2019). The utilization of e-marketing strategies in financial services sector of a developing economy. *Journal of Science and Technology Policy Management*, 10(1), 2-27.

Fitzgerald, M. e. (2014). Embracing digital technology: A new strategic imperative. *MIT Sloan Management Review*, 55(2), 1-12.

Järvinen, J., & Karjaluoto, H. (2015). The use of Web analytics for digital marketing performance measurement. *Industrial Marketing Management*, 50, , 117-127.

Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. *The International Journal of Human Resource Management*, 28(1), 3-26.

NBS. ((2021)). Nigerian Communications Commission (NCC) and National Bureau of Statistics (NBS) Collaborative Survey on Internet Access and Usage in Nigeria 2020 Report. National Bureau of Statistics.

Obasan, K. A., & Ashamu, S. O. (2020). Human resource management practices and employee performance in the Nigerian banking industry. *International Journal of Productivity and Performance Management*, 69(2), 282-299.

Obeidat, B. Y., Al-Suradi, M. M, Masa'deh, R. E, & Tarhini, A. (2017). The impact of knowledge management on innovation: An empirical study on Jordanian consultancy firms. *Management Research Review*, 40(3), 356-385.

Ogbuji, C. N., & Ndubisi, N. O. (2019). Digital marketing for sustainable competitive advantage in Nigerian SMEs. *Sustainability*, 11(24), 7117.

Ogunbamila, B., & Akinnusi, D. M. (2021). Data analytics and human resource management in the Nigerian banking industry. *Employee Relations*, 43(2), 428-444.

- Ogunnaike, O. O., & Akinbode, J. O . (2018). Examining the role of human resource management in organizational change and development. *International Journal of Organizational Analysis*, 26(1), , 21-38.
- Oladele, P. O., & Akeke, N. I. (2016). Effect of digital marketing on performance of small and medium enterprises in Southwestern Nigeria. *International Journal of Entrepreneurial Knowledge*, 4(2), 47-57.
- Oladimeji, M. S., & Akanbi, P. A. (2020). Effect of digital marketing on the performance of small and medium enterprises in Oyo State, Nigeria. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, 2(4), 1-12.
- Olajide, O. T., & Ibiwoye, A. (2021). Change management and digital transformation in the Nigerian banking industry. *Journal of Organizational Change Management*, 34(2), 403-425.
- Olutayo, O. J., & Ogunnaike, O. O. (2020). Examining the influence of social media marketing on customer engagement and loyalty . *International Journal of Business Innovation and Research*, 21(1) , 102-119.
- Osotimehin, K. O., & Akinlabi, B. H. (2019). Strategic human resource management practices and organizational performance in Nigerian SMEs. *Journal of Small Business and Entrepreneurship Development*, 7(1) , 36-45.
- Royle, J., & Laing, A. (2014). The digital marketing skills gap: Developing a Digital Marketer Model for the communication industries. *International Journal of Information Management*, 34(2), 65-73.
- Sanni, E. O., & Esiekpe, L. N. (2022). Compensation management and employee retention in the Nigerian banking industry. . *International Journal of Manpower*, 43(2), 300-315.

Singh, A., & Hess, T. (2017). How Chief Digital Officers promote the digital transformation of their companies. *MIS Quarterly Executive*, 16(1), 1-17.

Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216-231.

Strohmann, T., Siemon, D., & Robra-Bissantz, S. (2019). The role of human resource management in digital transformation. In *Proceedings of the 52nd Hawaii International Conference on System Sciences*, 1-12.

Strohmann, T., Siemon, D., & Robra-Bissantz, S. (2019). The role of human resource management in digital transformation. In *Proceedings of the 52nd Hawaii International Conference on System Sciences*.

Svahn, F., Mathiassen, L., & Lindgren, R. (2017). Embracing digital innovation in incumbent firms: How Volvo Cars managed competing concerns. *MIS Quarterly*, 41(1), 239-253.

Utulu, S. C., & Akadiri, A. O. (2020). Digital marketing strategy implementation and organizational performance in the Nigerian banking industry. *Digital Policy, Regulation and Governance*, 22(3), 185-201.

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems*, 28(2), 118-144.

Wiesenberg, M., Michaela, B., & Stieglitz, S. (2017). Social media analytics and social media management tools. In *Social Computing and Social Media*, 432-447.

APPENDICES



This survey is part of the research paper which aims to investigate the relationship of human resource management role in digital marketing and digital marketing performance in Nigeria. The information you provide will help understand the impact of human resource digital practices in Nigeria marketing system.

I highly appreciate you taking a moment of your time to answer this survey. Your honesty in answering all questions will help fulfill the objective and goal of this study. All information and answers on the questionnaire are treated with confidentiality and used for academic purposes only.

Thanks so much for your cooperation.

Sincerely

Udeozor Francis Onyebuchi

Universiti Utara Malaysia School of Business Management Master of human resources management

SECTION A: Demographic Profile

INSTRUCTION: This part requires your demographic information. Please select the one that correspond with you from the choices of answers provided.

1. GENDER

Male	
Female	

2. AGES

20-25 years	
26-35 years	
36-45 years	
46-50 years	
50 Above	

3. EDUCATIONAL LEVELS

Higher National Diploma	
Degree	
Master's Degree	
Doctorate Degree	

4. JOB STATUSES

Head of department	
Manager	
Recruitment and Hiring	
Staffs	

SECTION B

Please select your answer according to the scale provided. **Digital Marketing Performance**

1. How would you rate your organization's overall digital marketing performance?

1 2 3 4 5

Strongly Disagree

Strongly Agree

2. To what extent do you believe the HR function has contributed to your organization's digital marketing performance?

1 2 3 4 5

Strongly Disagree

Strongly Agree

3. What are the key metrics used by your organization to measure the success of its digital marketing initiatives?

1 2 3 4 5

Strongly Disagree

Strongly Agree

HR Digital Practices.

1. To what extent has your organization implemented digital technologies and tools within the HR function?

1 2 3 4 5

Strongly Disagree

Strongly Agree

2. How would you rate the effectiveness of your organization's HR digital practices in supporting digital marketing initiatives?

1 2 3 4 5

Strongly Disagree

Strongly Agree

3. Our HR department provides adequate training and support to help employees adapt to new digital HR technologies.

1 2 3 4 5
Strongly Disagree Strongly Agree

Talent Management.

1. Our organizations had the ability to attract and retain digital marketing talent?

1 2 3 4 5
Strongly Disagree Strongly Agree

2. To what extent does your organization's talent management strategy focus on developing digital marketing-specific skills and competencies

1 2 3 4 5
Strongly Disagree Strongly Agree
Universiti Utara Malaysia

3. Our organization takes talent management as one of the most important HR digital practices

1 2 3 4 5
Strongly Disagree Strongly Agree

Digital Transformation

1. To what extent has your organization undergone a digital transformation process?

1 2 3 4 5
Strongly Disagree Strongly Agree

2. Our HR department leverages digital technologies to provide HR services to employees.

1 2 3 4 5
Strongly Disagree Strongly Agree

3. Our HR department uses digital technologies (e.g., HRIS, e-learning, social media) to automate HR processes.

1 2 3 4 5

Strongly Disagree

Strongly Agree

