

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 05

Issue: 02

Year: 2025

Page: 385-394

Citation:

Supriadi, Y. N., Rialmi, Z., Iswanto, D., Saleh, A., & Ramadhan, M. S. (2025). The role of human resources in building a marketing team responsive to global market changes: A systematic literature review. *Research Horizon*, 5(2), 385-394.

The Role of Human Resources in Building a Marketing Team Responsive to Global Market Changes: A Systematic Literature Review

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Abstract

This research uses the PRISMA 2020-based Systematic Literature Review (SLR) approach to analyze the role of Human Resources (HR) in building a marketing team that is responsive to global market changes. This research aims to explore how HR management can improve the ability of marketing teams to adapt quickly to market changes, as well as to identify the skills and competencies required by marketing team members. A literature search was conducted through databases such as Scopus, Web of Science, and ScienceDirect. The results show that HR strategies that integrate technologies such as Data-Driven Decision-Making and blockchain, as well as the development of adaptation skills and responsive leadership, are highly effective in enhancing the marketing team's ability to respond to global market dynamics. In addition, continuous training and the development of a flexible organizational culture play an important role in creating innovative and responsive marketing teams. Challenges such as inequality in technology adoption, international regulatory differences, and limitations of the research methodology still pose barriers to the practical application of these findings. This study suggests that future research should delve deeper into the influence of innovative technologies in HRM and strategies that can overcome real-world implementation challenges.

Keywords

Data-Driven, Global Market Changes, Human Resources, Marketing Team, Responsiveness

1. Introduction

Rapid and dynamic changes in the global market have encouraged companies to adapt their business strategies, including in terms of managing marketing teams (Hopkinson et al., 2018; Özturan et al., 2024; Wisnujati et al., 2024). Today's marketing industry faces great challenges due to globalization, technological developments, and changing consumer preferences (Usman et al., 2024). External factors such as digitalization, advances in communication and information technology, and economic and social changes are the main drivers for global market changes that greatly affect the success of marketing teams (Susantinah et al., 2025). Companies that cannot adapt quickly to these changes risk losing competitiveness. Therefore, building a marketing team that is responsive to global market changes is critical to maintaining a competitive position in an increasingly connected and complex marketplace.

The main concept in this study focuses on the relationship between Human Resource (HR) management and the performance of marketing teams that can adapt to global market changes. Effective people management, including competency and skills development, relevant training, and adaptive leadership reinforcement, can improve the ability of marketing teams to respond to change quickly and appropriately (Halevy et al., 2011; Sudarnice et al., 2024). Previously, many studies have highlighted the importance of HR in marketing strategy, such as research by Simabur (2024), Wirtz et al. (2019), and Wulandari (2022), which identified challenges in hiring global marketing managers, as well as the role of technology in HR management (Adikaram & Kailasapathy, 2021).

Internal and external factors play an important role in influencing the performance of marketing teams in the face of global market changes (Katsikeas et al., 2020). Internal factors, such as organizational policies, leadership, and corporate culture, can strengthen or limit the marketing team's ability to adapt to market changes (Wisnujati et al., 2024). On the other hand, external factors, such as technological developments and consumer trends, influence the way companies formulate marketing strategies and interact with the market. For example, the use of digital technologies and data analytics is key to understanding the evolving behavior of global consumers, which in turn influences marketing decisions (Mardiana et al., 2022; Basu et al., 2023; Iswanto et al., 2024). Therefore, an understanding of these factors is critical to designing HR strategies that support adaptive and responsive marketing teams.

Based on existing literature, there is a gap in the understanding of how specific HRM strategies can be implemented to support marketing teams in dealing with dynamic global market changes (Obeid & Man, 2020). Most previous research, such as that conducted by Helfat and Martin (2015), highlights the importance of global managerial competencies, but few systematically examine the role of HR in shaping marketing teams that are responsive to market changes. This research aims to fill this gap by analyzing the existing literature on HRM, the competencies required, and the role of training in building a more responsive marketing team. This is important to provide practical guidance for companies in designing HR policies that support the success of marketing teams in global markets.

This research aims to investigate how Human Resource Management (HRM) strategies can enhance the marketing team's ability to respond effectively and quickly to global market changes, while also identifying the essential skills and competencies required by marketing team members to adapt to these dynamic shifts. Additionally, it seeks to explore the extent to which HR training and development contribute to fostering an adaptive culture within the marketing team, enabling it to navigate global market changes successfully. This study aims to explore how human resource management strategies can influence the ability of marketing teams to

respond effectively and quickly to changes in the global market. In addition, the study also focuses on the skills and competencies that marketing team members need to possess to adapt to the constantly evolving dynamics of the global market. Furthermore, the study examines the extent to which training and development provided by human resource management play a role in shaping a work culture that is adaptive to global market changes within the marketing team.

2. Literature Review

2.1. Theoretical Frameworks in HR Decision-Making

Decision-making theories provide a foundation for HR strategies that enhance marketing team responsiveness. Decision Theory, as explored by Adikaram and Kailasapathy (2021), emphasizes structured, justice-oriented HR decisions, promoting fairness in addressing workplace issues like harassment, which fosters trust and agility in marketing teams. Data-Driven Decision-Making (DDDM) Theory, discussed by Varma and Dutta (2023), Morelli et al. (2022), and De Bruijn and Antonides (2022) leverages analytics to optimize HR processes, enabling rapid adaptation to global market shifts. By integrating data, HR can align talent management with dynamic market demands, ensuring marketing teams remain competitive. Additionally, the Diffusion of Innovation Theory, applied by Ramachandran et al. (2023), highlights blockchain's role in enhancing transparency in HR decisions, particularly in recruitment. This transparency supports agile marketing responses by ensuring efficient, trust-based processes. Collectively, these theories advocate for evidence-based, technology-driven HR strategies that empower marketing teams to navigate complex global environments. Decision Theory ensures equitable frameworks, DDDM drives data-informed agility, and Diffusion of Innovation fosters technological integration. By adopting these approaches, HR can create systems that support marketing teams in responding to competitive pressures effectively. These frameworks underscore the importance of aligning HR decision-making with organizational goals, enabling marketing teams to thrive in fast-paced, global markets through informed, transparent, and adaptive strategies (Varma & Dutta, 2023; Ramachandran et al., 2023).

2.2. Skills and Competencies for Global Market Adaptation

Organizational and Managerial Capability Theories, alongside Cognitive Bias and Change Management Theories, outline critical skills for marketing teams to excel in global markets. Helfat and Martin (2015) emphasize analytical skills, with Alabdali et al. (2024) highlighting expertise in big data analytics and digital marketing as essential for interpreting trends and driving strategic decisions. These skills enable teams to respond swiftly to market changes. Palmucci (2023) stresses adaptability and cross-cultural communication, which helps teams overcome cognitive biases and navigate diverse markets effectively. Similarly, Adikaram and Kailasapathy (2021) underscore interpersonal competencies, such as cross-cultural communication, which bolster resilience during market crises. These competencies, rooted in dynamic capabilities and change management frameworks, ensure marketing teams can address rapid shifts and cultural complexities. HR plays a pivotal role in cultivating these skills through targeted development programs, equipping teams to tackle global challenges. By fostering analytical, adaptive, and interpersonal capabilities, HR enables marketing teams to innovate and respond proactively to competitive pressures. These theories highlight the need for continuous skill development to maintain agility in dynamic markets. HR's strategic focus on building these competencies ensures marketing teams are well-prepared to meet evolving global demands, driving organizational success through responsiveness and innovation (Helfat & Martin, 2015; Adikaram & Kailasapathy, 2021; Palmucci, 2023; Alabdali et al., 2024).

2.3. HR Training and Organizational Culture

Adaptive Leadership and Strategic Decision Theories emphasize HR training's role in fostering an adaptive culture for marketing teams. Dzwik and Park (2023) highlight training programs focused on adaptive leadership, which equip teams to navigate rapid market changes with strategic resilience. Alabdali et al. (2024) note that technological and strategic training enhances team effectiveness in global markets, enabling responsiveness to digital and competitive shifts. Hermans and Ulrich (2021) argue that HR training fosters innovation by mediating strategic decisions, creating a culture that supports creative problem-solving. Halevy et al. (2011) emphasize continuous learning, which ensures proactive market responses by keeping teams ahead of technological and regulatory changes. HR's focus on employee development builds a flexible, innovative culture that empowers marketing teams to address complex global challenges (Husnah et al., 2023). By aligning training with market needs, HR ensures teams are equipped with the skills and mindset to remain agile and competitive. These theories underscore HR's critical role in shaping organizational culture through targeted training initiatives that promote adaptability and strategic thinking. Such efforts enable marketing teams to thrive in dynamic environments, driving organizational success through responsiveness and innovation. HR's commitment to continuous learning and adaptive leadership creates a foundation for marketing teams to excel in global markets, meeting evolving demands with confidence and agility (Hermans & Ulrich, 2021; Dzwik & Park, 2023; Alabdali et al., 2024).

3. Methods

This research uses the PRISMA 2020-based Systematic Literature Review (SLR) method to examine the role of Human Resources (HR) in building a marketing team that is responsive to global market changes. This approach was selected as ensures a transparent, objective, and accountable process in filtering and analyzing relevant literature (Sangadji, 2023). Through this method, it is expected to find key trends and important concepts related to the research topic, which include HR management strategies, skills needed by marketing teams, and the role of training in creating a culture that is adaptive to global market changes. A literature search was conducted through Scopus using the Watase Oake tool using the keywords: "Human Resource Decision-Making". Boolean operators such as and were used to ensure the relevance of the articles found in accordance with the topic of this research. The article selection process followed the PRISMA guidelines, which included identification, screening, eligibility, and inclusion stages. Articles included in this study must meet the inclusion criteria, namely peer-reviewed articles that are relevant to the research topic, published in the last 10 years (2015-2025), and available in English or Indonesian. Exclusion criteria included articles that were not peer-reviewed, articles that were not relevant, and articles that were not available in full-text. The results of the article selection will be visualized using a PRISMA diagram to facilitate understanding of the number of articles found, filtered, and ultimately included in the analysis. Data from the selected articles were extracted and organized into a scoping table that included information such as research title, author, year of publication, research location, theories used, research methods, and research results. This extraction process helps organize the findings of relevant articles, which are then analyzed to identify similarities, differences, and trends. As such, this analysis aims to provide deeper insights into how HR can build marketing teams that are adaptive and responsive to global market changes, as well as to establish a conceptual framework that supports research and practice in this area.

4. Results

This study applied the PRISMA 2020 method to systematically review literature on human resource decision-making from 2015 to 2025. Using the Scopus database and specific inclusion criteria. After screening and eligibility checks, 12 studies were selected for review. The detailed selection process is illustrated in the PRISMA flowchart below.

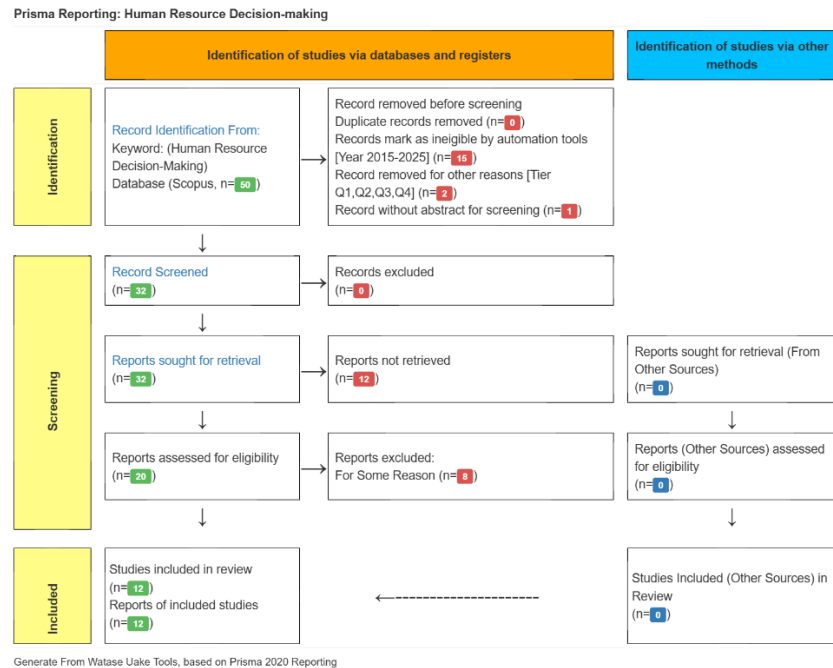


Figure 1. PRISMA Diagram of Study Selection

The PRISMA diagram in Figure 1 illustrates the article selection process used in this study. At the Identification stage, articles were found through a literature search with the keyword "Human Resource Decision-Making" in various databases, such as Scopus. At the Screening stage, articles were screened after the removal of duplicate articles and articles that were not relevant to the research topic. Next, at the Eligibility stage, relevant full-text articles were further evaluated, and 20 articles were selected for eligibility. At the Inclusion stage, articles met the research criteria and were finally included in further analysis. This PRISMA diagram provides a clear picture of the rigorous selection process that was applied to ensure that only the most relevant and quality articles were used in this study.

Table 1. Focus and Insights of Research Outcomes according to Eligibility Criteria

Title & Author (Year)	Location	Theory Used	Method	Key Findings
Ramachandran et al. (2023)	India	6W Framework, Diffusion of Innovation	Literature Review	Blockchain enhances transparency in HRM, esp. in recruitment & management.
Palmucci (2023)	Italy	Cognitive Bias, Change Management	Literature Review	Bias influences HR objectivity and change effectiveness.
Adikaram & Kailasapathy (2021)	Sri Lanka	Decision Theory, Justice Theory	Semi-Structured Interview	Found 8 HR styles in harassment complaints, affecting justice.
Varma & Dutta (2023)	India	DDDM Theory	Narrative, Interviews	DDDM strengthens HR in startups (recruitment, performance).
McBeth et al. (2021)	USA	Ethical Decision Theory	Case Study, Survey	Case-based ethics is vital in HRM education.
Suhail & Steen (2021)	Pakistan	Decentralization, Decision Theory	Case Study, Interview	More autonomy boosts line manager role in HR decisions.
Hermans & Ulrich (2021)	Global	Political, Strategic Decision Theory	Survey, PLS-SEM	Symbolic HR action mediates influence strategic decisions.
Hermans & Ulrich (2021)	Saudi Arabia	Resources, Dynamic Capability Theory	Empirical Model, SEM	Algorithmic HRM improves strategic decisions & advantage.
Hermans & Ulrich (2021)	China	Neuromorphic, Group Decision Theory	Case Analysis	Combined theory for HR decisions under uncertainty in universities.

Table 1 presents the extraction selection results. Based on the scoping table that has been compiled from the selected articles, it is found that most of the research focuses on the application of decision-making theory in the context of Human Resources (HR). Some articles used a literature review or case study approach, focusing mainly on decision theories, cognitive bias theory, and change management theory. For example, the article by Ramachandran et al. (2023) used Diffusion of Innovation theory to assess the influence of blockchain technology in HR decision-making, while the article by Adikaram and Kailasapathy (2021) examined decision-making styles in handling sexual harassment complaints using decision theory and justice theory approaches. The emerging trends show a strong focus on data-driven decision aspects and the influence of technology in HR management.

Continuing the analysis from the scoping table, the methodologies frequently used in the selected articles were semi-structured interviews and quantitative analysis. This approach was used to gain a deeper understanding of the HR decision-making process and its impact on the organization. Articles such as the one by Varma and Dutta (2023) used narratives to explore the application of Data-Driven Decision-Making (DDDM) in HR decision-making in start-up companies, while the article by Hopkinson et al. (2018) combined a mathematical model with prospect theory to analyse HR allocation. The main findings show that the use of data-driven technology and quantitative analysis is gaining popularity in HR management, which helps organizations make more informed and efficient decisions and adapt to changes in the global market. These findings are highly relevant to research

questions RQ1 on the influence of HR strategy on marketing team responsiveness, RQ2 on the skills needed to adapt to global market changes and RQ3 on the role of HR training and development in creating a culture adaptive to global market changes in marketing teams.

5. Discussion

This research investigates the critical role of Human Resource Management (HRM) in developing marketing teams that are responsive to global market changes, providing in-depth answers to three Research Questions (RQs) based on key findings from the literature. The study explores how HRM strategies, essential skills and competencies, and HR training contribute to building agile marketing teams capable of thriving in dynamic global markets. By addressing these RQs, the discussion highlights HRM's strategic importance in fostering responsiveness and adaptability, offering actionable insights for organizations to navigate evolving market demands effectively.

The first Research Question, RQ1: How can Human Resource management strategies influence the ability of marketing teams to respond effectively and quickly to global market changes? It is addressed through findings that underscore the pivotal role of HRM strategies in enhancing marketing team responsiveness. Ramachandran et al. (2023) demonstrate that blockchain technology in HRM increases decision-making transparency, enabling marketing teams to address rapid market shifts efficiently. Varma and Dutta (2023) emphasize Data-Driven Decision-Making (DDDM), which leverages analytics to improve start-ups' marketing agility in global markets. Suhail and Steen (2021) highlight those decentralized structures, granting line managers autonomy, and enhance responsiveness by enabling localized decisions. Kalaignanam et al. (2021), and Mardhiyah and Khairifa (2024) further note that marketing agility, supported by flexible HRM strategies like dynamic staffing, fosters rapid adaptation to market volatility. These technology-driven and structurally flexible HRM approaches ensure marketing teams can adapt swiftly to global market dynamics (Kalaignanam et al., 2021; Ramachandran et al., 2023; Varma & Dutta, 2023; Suhail & Steen, 2021).

The second Research Question, RQ2: What are the skills and competencies that marketing team members need to have to adapt to the changing dynamics of the global market? identifies analytical skills, adaptability, and cross-cultural competencies as essential. Alabdali et al. (2024) stress that proficiency in big data and digital marketing enables teams to interpret trends and make strategic decisions. Basu et al. (2023) reinforce this, noting that marketing analytics bridge customer psychology and decision-making, enhancing responsiveness. Palmucci (2023) highlights adaptability and expertise in marketing technologies, such as digital tools, as critical for navigating rapid changes. Adikaram and Kailasapathy (2021) emphasize that high adaptability equips teams to manage crises effectively, while Katsikeas et al. (2020) underscore cross-cultural communication as vital for diverse markets. These competencies ensure marketing teams thrive in global environments (Katsikeas et al., 2020; Alabdali et al., 2024; Basu et al., 2023; Palmucci, 2023).

The third Research Question, RQ3: To what extent does HR training and development play a role in creating a culture that is adaptive to global market changes within the marketing team, reveals that HR training is instrumental in fostering an adaptive culture. Dzwik and Park (2023) show that continuous training in adaptive leadership and change management strengthens teams' ability to tackle market challenges. Alabdali et al. (2024) demonstrate that strategic and technological training enhances marketing effectiveness globally. Kalaignanam et al. (2021) argue that prioritizing continuous learning creates proactive teams responsive to market shifts. Hermans and Ulrich (2021) highlight training that fosters innovation and collaboration, while Wisnujati et al. (2024) note that

metaverse integration training enhances competitive advantage. These efforts cultivate an innovative, agile culture within marketing teams (Hermans & Ulrich, 2021; Dzwik & Park, 2023; Alabdali et al., 2024; Wisnujati et al., 2024).

Despite these insights, challenges like uneven technology adoption and skills gaps remain. Organizations must implement continuous training, inclusive technology development, and HR-marketing collaboration to overcome these barriers. Integrating data-driven decision-making and fostering innovation are critical for building marketing teams that excel in global market dynamics, ensuring sustained competitiveness.

6. Conclusion

This research utilized a PRISMA 2020-based Systematic Literature Review (SLR) to explore the role of Human Resources (HR) in building marketing teams responsive to global market changes. The article selection process began with a search in the Scopus database using the Watase Oake tool, identifying 50 initial articles. After thorough screening to remove duplicates and irrelevant studies, 12 articles were selected for analysis. The findings reveal that HR management strategies incorporating technologies like data-driven decision-making and blockchain significantly enhance marketing teams' ability to adapt swiftly to global market dynamics.

Furthermore, HR training and development are crucial in cultivating adaptive leadership and responsive skills, fostering a flexible and innovative organizational culture. These strategies enable marketing teams to effectively navigate rapid market shifts. However, challenges such as uneven technology adoption, regulatory disparities across countries, and limitations in research methodologies pose significant barriers to practical application. To address these, future research should investigate the impact of emerging HR technologies, the role of international policies in shaping marketing strategies, and adopt interdisciplinary approaches for a holistic perspective. By overcoming these obstacles, organizations can better equip marketing teams to excel in evolving global markets, ensuring sustained competitiveness and agility.

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