Human Resource Management in Digital Healthcare Marketing: Developing Competencies for the Digital Era

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Abstract:

This study investigates the evolving role of human resource management in developing digital marketing capabilities within the healthcare sector. Through a mixed-method study of 120 healthcare organizations in Indonesia, the research examines how HR practices support digital marketing transformation and talent development. Data collection combined surveys, interviews, and case studies of successful healthcare digital marketing initiatives. The findings reveal that targeted HR strategies in recruitment, training, and skill development significantly impact digital marketing success in healthcare organizations. The study identifies essential digital competencies and provides frameworks for HR practitioners to develop effective digital marketing teams in the healthcare sector.

Keywords: *Healthcare marketing, digital transformation, human resource management, digital competencies, healthcare business*

1. Introduction

The healthcare sector has experienced a significant shift toward digital marketing, accelerated by changing consumer behavior and technological advancement. This transformation requires new competencies and talent management approaches in healthcare organizations (Wijaya & Chen, 2023). While studies have examined digital marketing in healthcare (Kumar et al., 2022), less attention has been given to the HR aspects of building digital marketing capabilities in this sector.

This research addresses the critical need for understanding how HR practices can support digital marketing transformation in healthcare organizations. It specifically examines the role of HR in developing digital marketing competencies, managing talent, and creating organizational structures that support digital innovation in healthcare marketing.

The study aims to identify effective HR strategies for building digital marketing capabilities and examine their impact on healthcare organizations' marketing performance. It focuses particularly on the Indonesian healthcare sector, where digital transformation presents unique challenges and opportunities.

2. Research Method

The study employed a mixed-method research design conducted from January 2024 to June 2024, involving 120 healthcare organizations across Indonesia. Data collection methods included:

1. Quantitative approach:
   – Online surveys with 250 healthcare marketing professionals
   – HR performance metrics analysis
   – Digital marketing outcome measurements
2. Qualitative approach:
   – In-depth interviews with 30 HR managers and digital marketing leaders
   – Case studies of successful digital marketing initiatives
   – Document analysis of training programs

Research variables examined: - Independent variables: HR practices, training programs, digital competencies - Dependent variables: marketing performance, employee effectiveness - Control variables: organization size, technology infrastructure

The study used both descriptive and inferential statistical analysis, including correlation analysis and chi-square tests.

3. Results and Discussion

Results

Table 1. Demographic Characteristics of Respondents (n=250)

Characteristic	Frequency (n)	Percentage (%)
Gender		
- Male	108	43.2
- Female	142	56.8
Age Group		
- 25-34 years	98	39.2
- 35-44 years	89	35.6
- 45-54 years	45	18.0
- ≥55 years	18	7.2
Work Experience		
- <5 years	67	26.8
- 5-10 years	102	40.8
- >10 years	81	32.4

Note: Data collected through online surveys, January-June 2024

Table 2. Digital Marketing Performance Before and After HR Intervention

Performance Indicator	Pre-Implementation	Post-Implementation	Mean Difference	p-value
Marketing ROI (%)	15.3 ± 4.2	26.8 ± 5.1	11.5	<0.001*
Customer Engagement	42.5 ± 8.3	68.7 ± 9.2	26.2	<0.001*
Campaign Success Rate (%)	53.2 ± 6.7	78.4 ± 7.3	25.2	<0.001*
Digital Conversion (%)	22.4 ± 5.1	38.9 ± 6.2	16.5	<0.001*

Note: Values presented as mean ± SD; significant at $p<0.05$*

Table 3. Bivariate Analysis of HR Practices and Digital Marketing Performance

HR Practice	Marketing Performance		
	R	95% CI	p-value
Training Investment	0.685	0.524-0.789	<0.001*
Digital Skills Development	0.723	0.589-0.845	<0.001*
Performance Management	0.634	0.498-0.756	0.002*
Team Collaboration	0.592	0.443-0.701	0.003*

Note: r = Pearson correlation coefficient; significant at $p<0.05$*

Table 4. Multivariate Analysis of Factors Affecting Digital Marketing Success

Variable	Adjusted OR	95% CI	p-value
HR Training (Comprehensive vs Partial)	3.45	2.13-5.58	<0.001*
Digital Infrastructure (Advanced vs Basic)	2.87	1.76-4.69	<0.001*
Leadership Support (Strong vs Weak)	2.56	1.58-4.15	0.002*
Team Size (>10 vs ≤10)	1.89	1.15-3.12	0.012*

Note: OR = Odds Ratio; CI = Confidence Interval; significant at $p<0.05$*

The results demonstrate significant improvements in digital marketing performance following HR interventions. Key findings include:

1. Demographics show a relatively young workforce with substantial industry experience
2. Significant improvements in all performance indicators post-HR intervention
3. Strong positive correlations between HR practices and marketing performance
4. HR training and digital infrastructure as the strongest predictors of success

4. Discussion

The findings demonstrate that successful digital marketing in healthcare requires strategic HR intervention. This aligns with research by Santoso et al. (2023) on digital transformation in Indonesian healthcare organizations.

Bivariate analysis reveals strong positive correlations between HR practices and marketing performance, with digital skills development showing the strongest correlation ($r=0.723$, $p<0.001$). This supports findings from Ibrahim & Lee (2022) on healthcare digital marketing capabilities.

Multivariate analysis identifies comprehensive HR training as the strongest predictor of digital marketing success (OR=3.45, 95% CI: 2.13-5.58), followed by advanced digital infrastructure and strong leadership support.

5. Conclusion

This research provides valuable insights into the role of HR management in developing digital marketing capabilities within healthcare organizations. The findings suggest that successful digital transformation requires strategic HR approaches incorporating targeted recruitment, specialized training, and continuous skill development.

The study contributes practical frameworks for healthcare organizations while highlighting the importance of balancing technical and healthcare-specific knowledge. Future research could explore the long-term impact of digital marketing capabilities on healthcare organization performance.

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