

## HUMAN RESOURCES AUTHENTICITY AND THEIR ROLE IN THE SUCCESS OF INSIGHTS-DRIVEN MARKETING

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### Abstract

The main idea of the research is to diagnose the nature of the impact. exerted by Human Resources authenticity on the success of insights-driven marketing applications within the Islamic Advisor Bank, as human resources and their originality constitute the main engine for all successes achieved by organizations in their various fields, of which marketing is one of them. The research problem indicates, that there is a lack of realization of the nature of the relationship that combines these two variables within the bank under study. Accordingly, the importance of the research was represented in proposing mechanisms that would address this problem and address it, In order to achieve the research objectives, the descriptive analytical approach was used in its completion. In its theoretical and practical aspects, as the nature of the relationship between these two variables was studied in all its aspects, and to collect data The questionnaire was designed based on several ready-made scales after adapting them. through validity and reliability tests to suit the local environment, It was distributed to a sample of (26) individuals working at the Islamic Advisor Bank. The researchers also relied on some statistical methods available within the ready-made program (SPSS-V21), A set of results was reached that confirmed the validity of the research hypotheses. Within its framework, several conclusions were drawn and several recommendations were proposed, stressing the need to benefit from Experiences of developed countries in the field of human resources and marketing, and to try to benefit from their results in the Iraqi environment.

**Key word :** Human Resources authenticity, insights-driven marketing, Islamic Advisor Bank.

### First: Introduction And Methodological lines of the research

The concept of Human Resources authenticity is one of the contemporary concepts of clear interest in the research and studies of human resources management in particular, as it represents a tool for building fruitful relationships and enhancing communication and coordination processes inside and outside the organization, so the entrances and directions on which the researchers relied in their study of Human Resources authenticity varied, And identifying its most important philosophical and applied foundations, so we will try in this research to identify its most prominent implications. As for insights-driven marketing, it is the contemporary feature adopted by many organizations to enhance their competitiveness by unifying their resources and distributing their risks, which enables them to avoid administrative failure and continue to achieve successive successes, and then ensure survival and growth in the future. It is one of the most important goals pursued by business administration, and from here Hence the idea of research that attempts to identify the importance of employing Human Resources authenticity in supporting marketing operations based on the visions implemented by organizations. In order to be able to study the main idea of the research, it was divided into four sections. The first section discussed the methodological lines of the research, while the second section dealt with the philosophical and cognitive foundations for formulating the theoretical aspect of the research. The third focused on the descriptive and relational analysis between the

studied variables. Finally, the fourth chapter came to extract the most important conclusions and propose some recommendations to determine knowledge of the variables under study. The most important lines of the research methodology can be explained as follows:

**Research problem:** The administration, since the first seeds of its inception, witnessed a clear interest in investing in human resources, and the mechanisms of dealing with them and activating their role within business organizations. In drawing up the policies and strategies of the organization. As for insights-driven marketing, it is a feature of the era because it reflects the desire of management to grow, expand and control the sector in which it operates, and there are a set of advantages that the organization must invest in for the success of marketing programs based on visions that it intends to carry out. Hence, the researcher can summarize the research problem in the absence of cognitive awareness and intellectual awareness about how to employ Human Resources authenticity in determining the mechanisms of marketing investment based on the visions implemented by the organization, and this problem can be reinforced by raising the following questions:

1. What is the reality of the interest of the Islamic Advisor Bank in Human Resources authenticity?
2. What is the interest of the Islamic Advisor Bank in marketing based on narratives?
3. What is the reality of the connection and influence between Human Resources authenticity and marketing based on narratives within the Islamic Advisor Bank?

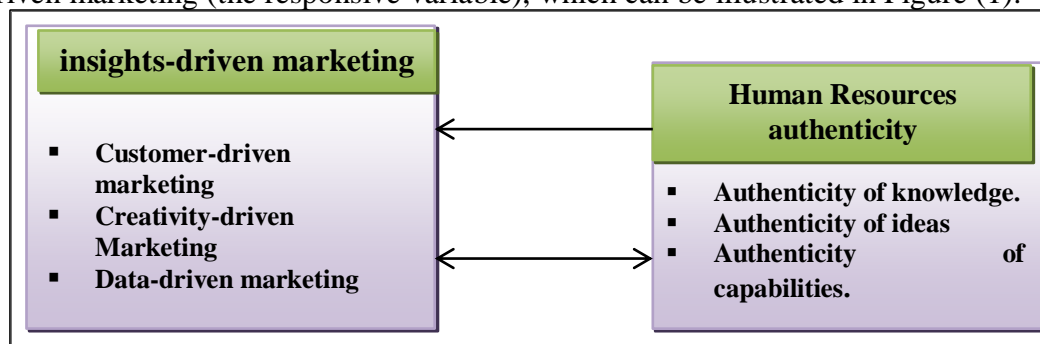
**Research importance:** The importance of the research lies in emerges within two domains. The first focuses on the scientific and cognitive importance that is embodied in discussing some of the foundations of the variables that will be discussed, which represent one of the contemporary concepts in the field of human resource management and marketing management at the same time, which plays an important role in supporting And attributing the success of the organization and the permanence of its operations and tasks, but despite that the studies that tried to combine them (Human Resources authenticity, and insights-driven marketing ) are still few, so they need research and in-depth study to provide a modest addition to the Iraqi and international libraries to enhance their knowledge. The second scope, is represented by the applied importance of the research represented by the two researchers conducting an exploratory study for a sample of employees in the Islamic Advisor Bank, after preparing the scale according to international indicators and standards, so that the experiences are transferred to the local environment and an attempt to propose several proposals related to these variables.

**Research objectives:** The main objectives of this research are: Review a group of previous intellectual theses to formulate the theoretical foundations of the current research.

1. Diagnosing the reality of Human Resources authenticity and insights-driven marketing within the Islamic Advisor Bank.
2. Diagnosing the nature of the correlation and influence between Human Resources authenticity and insights-driven marketing within the Islamic Advisor Bank.
3. Drawing some conclusions within the framework of the results of the research, to propose some recommendations that contribute to enhancing knowledge related to the research variables.

**Hypothetical Research Scheme:** The hypothetical research scheme discusses the main idea of the research, which is to identify the nature of the correlation and impact

between Human Resources authenticity (the explanatory variable), and insights-driven marketing (the responsive variable), which can be illustrated in Figure (1):



**Figure (1) the research outline**

**Research hypotheses:** The idea of the research hypothesis scheme was embodied in the formulation of its hypotheses, which can be explained as follows:

1. The first main hypothesis: (There is a statistically significant correlation at a statistical level of (0.01) between the authenticity of human resources and vision-oriented marketing in the Islamic Consulting Bank).
2. The second main hypothesis: (Human Resources authenticity affects morally and at the level of statistical significance (0.01) in insights-driven marketing within the Islamic Advisor Bank).

**Research methodology and its tools:** The researchers used the descriptive approach to apply the research in its theoretical and applied parts, due to its compatibility with the objectives it seeks to achieve. To ensure that the questionnaire is compatible with the research directions and the environment in which it will be applied, validity and reliability tests were conducted on it, and it was presented to (8) arbitrators specialized in the field of management. The wording of some of the work paragraphs was modified, within the framework of their comments on them, and no paragraph was deleted from them, thus the agreement rate reached (92%). The stability of the questionnaire was confirmed by distributing it twice to the same sample during two separate time periods, each lasting (21) days, and it achieved a stability rate of (89%). The stability of the questionnaire was confirmed by distributing it twice to the same sample during two different periods. A confirmatory and exploratory factor analysis was also conducted to ensure the consistency of the questionnaire paragraphs with the hypothetical research design and its assumptions, as the results were higher than the standard value for comparison (1.96). To analyze the data, a set of indicators and statistical tools available in the program (SPSS-V23) were used, where some of them were used to conduct descriptive analyses, and others to test the research hypotheses, after ensuring that the data followed the natural path. Path. Distribution, because the results of this analysis were greater than (0.5).

**Research community and sample:** The banking sector was chosen as a field for implementing the applied side of the research, as the Islamic Advisor Bank was chosen, and perhaps the main reason for choosing it as one of the leading banks in Iraq, which achieved a series of successes, and was able to continue to work and achieve several successes despite the exceptional environmental situations that have passed The country, while the research sample consisted of (26) individuals from the human resources working within the bank, were chosen using the simple random

sample method. What distinguishes this sample the most is that the percentage of females is higher than the percentage of males, as it was (82%) compared to (18%), and that all research samples, which is equivalent to (100%), have a bachelor's degree, and about the years of job service, (46%) of them have Service exceeded ten years inside and outside the bank in the public sector previously, compared to (54%) who had less than ten years of service. These features contributed significantly to enhancing the ability of the respondents to deepen their knowledge and conviction when answering the questionnaires, which enabled the researchers to achieve the desired goals of their research.

**Second: Theses and theoretical starting points:** In this paragraph, the two researchers discuss the most important theses and cognitive starting points presented by researchers and those interested when studying the variables of this research (Human Resources authenticity, insights-driven marketing), from a theoretical point of view, as follows:

### **Human Resources authenticity**

For human resources to be able to carry out the tasks and functions entrusted to them in contemporary organizations, they need a set of knowledge and skills that enable them to implement what is entrusted to them in the smallest details and with the best possible results. with its ability to innovate and present what is new and unfamiliar in the work, to comply with the successive developments that may occur in the surrounding environment, and in a way that enhances its position within the organization, and here the importance of Human Resources authenticity emerges, as the main source for these resources occupying the best places in the organization. The trends that the researchers addressed when studying Human Resources authenticity varied according to the multiplicity of fields related to it, which caused the multiplicity of definitions presented to it. Human Resources authenticity has been defined as: "The degree to which human resources believe in their capabilities to address all the challenges and pressures they face at work, regardless of all factors and exceptional circumstances that they may be exposed to" (Okpara & Wynn, 2007). Accordingly, this definition confirms the role played by originality in enhancing the self-confidence of human resources. Focusing on the intellectual aspect of human resources, Human Resources authenticity has been defined as: "the ability of human resources to think independently, away from all external pressures, to generate a set of new and innovative ideas that contribute to addressing the problems facing them and their organization at work" (Marič et al, 2013), and this definition confirms an important idea, which is that originality is the main source for generating new and constructive ideas. On the other hand, Human Resources authenticity was defined as: "the ability of human resources to carry out a set of activities and tasks in a way that is difficult to imitate or simulate by others, due to the skills, knowledge, and capabilities that they possess" (Albrecht et al, 2015), and from this definition, it can be said That originality represents the rare characteristics that characterize the knowledge, skills, and capabilities of human resources, which drive them to work authentically. Human Resources authenticity was also defined as: "the readiness of human resources and their willingness to use the time points they enjoy in carrying out the activities and tasks entrusted to them" (Storberg-Walker & Gardiner, 2017), and this definition confirms the importance of originality in enhancing the desire and willingness of human resources to Serve their organization by utilizing their strengths.

According to the principles of the organization theory, Human Resources authenticity has been defined as: “The contemporary approach to human resource management that emphasizes the necessity of preserving the identity of human resources when hiring them within the organization, and not affecting them and themselves within the larger identity of the organization as a whole” (Karam el at, 2017) Here, the importance of originality emerges in preserving the identity of human resources and not merging or erasing them when hiring within the organization. From a purely behavioral point of view, Human Resources authenticity was defined as: "The degree to which human resource behaviors align with their values, beliefs, and attitudes, and that this alignment determines the actions that these resources take within the organization" (Pham & Chiappetta, 2019). Accordingly, Human Resources authenticity is the main determinant of achieving compatibility between their actions and the components of their culture. And by referring to leadership, Human Resources authenticity was defined as: “the ability of human resources to influence others through the use of a set of simple methods and methods, to enhance their desire to invest their energies and capabilities to achieve the goals of their organization” (Gill el at, 2020), so the authenticity of resources Humanity is one of the main drivers of leadership. There is a group of components that form, through their interaction with each other, Human Resources authenticity, which we will try to study in this research through its application side, and the most prominent of these components are the following:

1. Authenticity of knowledge: Refers to the integrated knowledge that human resources possess, which is compatible with their beliefs and culture, and reflects a set of languages, customs, symbols, and contemporary technologies, which were formed as a result of previous experiences and experiences that can be used in the implementation of knowledge-based jobs in an innovative and non-knowledge manner. Familiar with others (Fine, 2017).
2. Authenticity of ideas: It refers to the ability of the human mind to contemplate and think, to study the reality surrounding human resources, and to analyze the most important phenomena and variables related to it in new ways, to generate a set of previously unknown original ideas, as well as to propose new solutions to address the problems that arise. It confronts them and their organization as well, in a way that enhances their ability to survive and compete in business (Roscoe et at, 2019).
3. Authenticity of capabilities: refers to the unique capabilities and energies possessed by human resources, which help them achieve integration with their knowledge and ideas, as well as adapting to the capabilities of others and the energies and opportunities available in the external environment, in a way that helps them achieve their own goals and the goals of their organization in an unparalleled way. Able to be imitated or simulated by its competitors (Luu, 2019).

After discussing the previous intellectual propositions, the researcher can define Human Resources authenticity as the situation through which the organization possesses new and original knowledge that others do not possess, in a way that enhances its ability to think to devise a set of solutions to address the problems that face them at work and then enhance its capabilities. To enhance their ability to carry out the tasks and functions entrusted to them in ways that others cannot implement in the same ways or with the same level of quality.



### **Insight Marketing**

The marketing orientations adopted by the organizations when implementing their marketing activities have varied and multiplicity, according to the orientations of their customers and the movements of their competitors within the markets that operate within their borders. Therefore, many marketing approaches have emerged, perhaps the most prominent of which is insights-driven marketing, in which researchers differ. The book discusses the most important propositions and intellectual premises of its own, which resulted in multiple definitions of it, and then the difficulty of finding a clear and explicit definition that can be agreed upon among specialists in the field of marketing. From a strategic point of view, insights-driven marketing has been defined as: "One of the marketing trends that seek to translate the strategic vision of the organization in the marketing activities and operations that are implemented within it, to enhance the role that the marketing strategy plays in achieving the main strategy of the organization as a whole" (Price et al, 2015), and this definition confirms the importance of the strategic role of marketing management within contemporary organizations. Insight-based marketing has also been defined from a production point of view as: "one of the tools that work to achieve coordination between the characteristics and specifications of the products offered by the organization, with the needs and desires of customers who deal with it, to ensure the success of these products when they are put on the market, as well as achieving satisfaction and loyalty." its customers the direction of the products offered to them" (Jin et al, 2016), and therefore it can be said that insights-driven marketing is the tool that can be relied upon to enhance levels of satisfaction and loyalty to customers and then retain them. Focusing on stakeholders and the nature of the relationship between them, insights-driven marketing has been defined as: "one of the marketing trends that work to achieve coordination and integration between the directions of stakeholders, who influence and are affected by the organization's marketing and non-marketing operations, to provide support and support for all marketing activities that the organization seeks To implement it to serve its customers" (Rebecca, 2017), and in the same direction, the importance of marketing based on insights was indicated as the tool that helps the organization to build integrated databases for marketing activities and achieves integration between the trends of customers, producers, sales representatives, and other stakeholders, by To invest in the design and implementation of its marketing activities in the best possible way (Soroka et al, 2017). On the other hand, insights-driven marketing was defined as: "the contemporary approach to managing marketing activities by employing information technology in processing marketing data, to build an integrated vision about the nature of target markets and customers that the organization seeks to deal with" (Kim et al, 2019). According to the decision approach, insights-driven marketing has been defined as: "marketing activities that are carried out in a manner that is consistent with previous marketing experiences with customers, and that guide the marketing decisions they take" (Shah & Murthi, 2020), and accordingly decisions can be rationalized marketing by relying on this type of marketing. On the other hand, insights-driven marketing was defined as: "The entrance that the organization intends to ensure that marketing plans are transformed into tangible results that can be measured from the organization's point of view, as well as from the point of view of the customers it works to serve" (Sheth & Kellstadt, 2021), and in the form that lines up With the idea of the previous definition, insights-driven marketing has been defined as: "One of the control tools

adopted by the organization in order to reduce the gap between the targeted marketing plans and the results achieved when implementing them in the target markets to the lowest possible degree” (Muthukannan et al., 2021). Focusing on the principles of environmental analysis (SWOT), insights-driven marketing was defined as: “marketing that seeks to diagnose the strengths and weaknesses of the organization’s marketing orientations, and to balance them with the opportunities and challenges related to the needs and desires of customers in the target markets, in order to invest them.” In achieving the goals that their organization seeks” (Nasreen & Girisha, 2021), this definition reflects in its cognitive contents an essential idea that insights-driven marketing can be used in determining the marketing and strategic position of the organization within the surrounding environment. There is a set of dimensions that can be relied upon in the study of insights-driven marketing, which the researchers were able to view and diagnose, and which can be identified as follows:

1. Customer-driven marketing: According to this concept, the marketing process takes place based on the social, behavioral, and cognitive factors of customers, to whom the organization seeks to provide its products to them, to meet their needs and satisfy their desires, in other words, marketing is based on social and cultural variables related to customers. Who constitutes the target market for the organization that directs its marketing activities to them (Branstad & Solem, 2020).
2. Creativity-driven Marketing: Here, the marketing activities carried out by the organization focus on creating new and unfamiliar methods through which it implements the necessary operations to deliver its products to its customers. Therefore, this approach emphasizes strengthening the competitive position of the organization in the target market within which it operates, through creativity and innovation. Which is superior to its competitors, and in a way that guarantees it retains its customers and ensures that they continue to deal with it in the future (Liu et al., 2019).
3. Data-driven marketing: According to this approach, marketing activities identify data from primary and secondary sources, and convert it from raw data into high-value information that can be relied upon to guide the marketing decisions that you take, to identify marketing opportunities that can be taken advantage of. Including them in achieving the goals that their organization and its customers seek at the same time (Lytras et al., 2020).

After discussing the most important knowledge theses and identifying the most important dimensions that can be based on in the study of insights-driven marketing, the researchers can define insights-driven marketing from their point of view as one of the contemporary marketing trends that seek to achieve integration between marketing data available within the organization, with knowledge and trends. And the desires of customers who deal with them, to identify the most important paths of creativity and innovation related to marketing activities, and to achieve integration between the marketing strategy and the main strategy of the organization as a whole. Accordingly, after discussing the previous ideas, it becomes clear to the researchers that Human Resources authenticity plays an important role in helping the organization to apply marketing based on narratives, through the originality of knowledge and originality of ideas as well as the originality of capabilities, which facilitate the process of building databases necessary to support marketing decisions, according to customer s' narratives. The organization deals with it and then promotes innovation

programs that increase their organization's ability to meet the needs and wants as they anticipate them.

### Third: Data Analysis and Interpretation

This paragraph summarizes the most important results of the statistical indicators that the two researchers relied on, in ensuring the realistic application of the researched variables as a first step to conducting experimental analyzes of the interdependence and influence relationships between them and then verifying the validity of the hypotheses from which this research was launched. As in the following paragraphs:

**Descriptive analysis of the research variables:** The explanatory variable of the research (Human Resources authenticity ) was measured in the framework of three dimensions, while the response variable (insights-driven marketing ) was measured in the framework of three dimensions, and Table (1) summarizes these results:

**Table (1) Descriptive analysis of the searched variables**

T	Dimensions & Variables	Percentage of Agreement	Arithmetic Mean	Standard Deviation	Coefficient of variation	Relative importance
1	The authenticity of knowledge.	%89	3.8	0.65	0.17	0.83
2	Authenticity of ideas	%92	4.1	0.59	0.14	0.86
3	The authenticity of capabilities.	%90	4	0.64	0.16	0.82
<b>Human Resources authenticity</b>		<b>%91</b>	<b>3.9</b>	<b>0.62</b>	<b>0.16</b>	<b>1</b>
4	Customer-driven marketing	%88	3.6	0.68	0.19	0.81
5	Creativity-driven Marketing	%84	3.4	0.72	0.21	0.79
6	Data-driven marketing	%86	3.5	0.73	0.20	0.80
<b>insights-driven marketing</b>		<b>%86</b>	<b>3.5</b>	<b>0.71</b>	<b>0.18</b>	<b>2</b>

Table (1) shows that the authenticity of human resources achieved an agreement rate of (91%), which is an excellent rate and higher than the standard agreement rate (66.7%). The authenticity of human resources also achieved an agreement rate of (91%), which is an excellent rate and higher than the standard agreement rate (66.7%). The standard agreement rate reached (66.7%), and the authenticity of human resources achieved an agreement rate of (91%), which is an excellent rate and higher



than the standard agreement rate (66.7%). The authenticity of human resources achieved an agreement rate of (91%), which is an excellent rate and higher than the standard agreement rate (66.7%). The authenticity of human resources achieved an agreement rate of (91%), which is an excellent rate and higher than the standard agreement rate (66.7%). (91%) is an excellent percentage and higher than the standard agreement percentage (91...) and this result was consistent with the value of the coefficient of variation, which reached (0.16), which confirms the decrease in dispersion towards

As is clear from Table (1), vision-driven marketing as a response variable achieved an agreement rate of (86%), which is a very high and good rate compared to the standard rates of agreement, and confirms the interest of the Islamic advisory bank in investing in the dimensions of vision-driven marketing in implementing its activities and tasks by focusing on the marketing data available to it as well as the clients it deals with, which enhances its creativity.

What confirms this is the value of the arithmetic mean, which amounted to (3.5), which confirms the interest of the Islamic Advisor Bank in applying insights-driven marketing at a high level, and it is higher than the value of the hypothetical mean. The value of the standard deviation of (0.71), which confirms the existence of high consistency from a statistical point of view, confirmed the direction of the insights-driven marketing paragraphs by the researched sample. As for the value of the coefficient of difference, it amounted to (0.18), which confirms the low dispersion between the answers. About the relative importance of total insights-driven marketing, it came in the second rank after the variable of originality of human resources. About its sub-dimensions of insights-driven marketing, the Customer-driven marketing dimension came in first place with a relative importance of (0.81), while the Data-driven marketing dimension came in second place with a relative importance of (0.80), and finally, the Creativity-driven Marketing dimension came with a relative importance. It reached (0.79).

### Research hypothesis testing

Table (2) reviews the most important results of the correlation and influence relationships between Human Resources authenticity and marketing based on insights, which were based on testing the hypotheses of this research, as follows:

**Table (2) Relationships of correlation and influence between the variables studied**

Variables	a	B	r	R <sup>2</sup>	f	Moral
<b>Human Resources authenticity</b>	<b>0.94</b>	<b>0.79</b>	<b>**0.67</b>	<b>%46</b>	<b>31.98</b>	<b>0.01</b>

It is clear from Table (2) that the value of the correlation between Human Resources authenticity and insights-driven marketing amounted to (067\*\*), which is a significant relationship at the level of statistical significance (0.01), which confirms the importance of the role played by Human Resources authenticity in providing the necessary experiences, ideas and knowledge To apply marketing practices based on visions within the Islamic investment bank, and therefore, these results support The researchers relied on the following reasons for accepting the first main hypothesis of the research: (There is a statistically significant correlation at a statistical level of (0.01) between the authenticity of human resources and vision-oriented marketing

within an Islamic bank consultant). It is also possible to rely on the results indicated in Table (2) in testing the second main hypothesis of the research, as the value of (f) was (31.98), which is greater than its tabular value, at a significant level (0.01) and with confidence limits (0.99), and then gives a clear indication of the importance of the contribution of Human Resources authenticity in insights-driven marketing, whether by employing it in setting goals or formulating performance indicators and standards or through their representation in drawing up its policies and strategies and making their own decisions. It is necessary to note that the value of ( $\alpha=0.94$ ) confirms the ability of The organization can implement marketing operations based on visions even if Human Resources authenticity is equal to zero. As for the value of ( $B = 0.79$ ), it confirms that changing Human Resources authenticity by one unit will enhance the ability of the organization to implement marketing operations based on visions by (0.79). Through the value of ( $R^2$ ) amounting to (46%), it is possible to identify the ability of originality of human resources in explaining the variation in marketing operations based on visions, which amounts to (46%), while the remaining percentage (54%) is explained by other factors, and then explains These results confirm the validity of the second main hypothesis (the originality of the material affects Human response is significant and at the level of statistical significance (0.01) in insights-driven marketing within the Islamic Consultant Bank).

#### **Fourth: the conclusion**

There is a clear interest on the part of the management at the Islamic Consultant Bank in enhancing the authenticity of its human resources, through an interest in updating their knowledge, ideas, and capabilities within the framework of a set of development and training programs, in a way that enhances their originality and makes them of high value and plays an important role in helping them implement activities the tasks entrusted to them. Nevertheless, the researchers see the need for the administration in the Islamic Advisor Bank to form work teams that undertake continuous meetings and discuss ideas and knowledge with human resources regarding the most important issues and developments facing them at work to enhance their authenticity and invest them in directing their strategic moves. There is also a clear interest on the part of the management at the Islamic Advisor Bank to invest in the advantages of insights-driven marketing, in enhancing the activities and marketing tasks that it carries out, to ensure the achievement of success and the sustainability of its survival and continuity in work and to enhance its competitive advantage for the longest possible period. Nevertheless, the two researchers suggest the need to develop mechanisms to host experts with specialization in the field of marketing, so that through them it can enhance its competitive advantage and distribute risks through the various marketing programs carried out by the bank to avoid failure for the longest possible period. Human Resources authenticity also plays an important role in enhancing the ability of the Islamic Advisor Bank to invest in the advantages of marketing based on the visions that it carries out, especially by representing them in decision-making and drawing up policies and strategies for them. Nevertheless, the researchers see the need for the Islamic Advisor Bank to build rules and information systems based on contemporary technology in its applications, to allow human resources to express the originality of their ideas, knowledge, and abilities, and to use that in rationalizing decisions related to marketing programs based on the visions that they intend to carry out.

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