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The Interconnected Role of Finance, Marketing, and Human Resource Management in Enhancing Organizational Performance: A Study of the Corporate Sector in Pakistan

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Article Details

ABSTRACT

Keywords: Finance, Marketing, Human Resource Management, Organizational Performance, Corporate Sector

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In today's fast paced, competitive landscape of business in Pakistan, the strategic convergence of the Finance, Marketing and Human Resource Management (HRM) functions is now more important than ever to foster sustainable organizational growth and competitive advantage. There is a limited amount of literature on and consideration of these three managerial areas, however, many corporate organizations in Pakistan continue to act independently of those functions, which are characteristic of structural holes, and hinder firm's ability to be efficient to adapt to market conditions and respond to internal and external challenges. This study aims to investigate the interdependent roles of Finance, Marketing, and HRM to improve the overall organizational performance in the corporate sector of Pakistan. Using a mixed methods approach, quantitative data collected through structured questionnaires surveys administered to managers and executives in multiple sectors/industries. Additionally, qualitative data is collected through in depth interviews. The study investigates how strategic financial planning and resource allocation affect marketing effectiveness and the development and retention of human capital. It also examines the role of cross functional collaboration and alignment among finance professionals, marketing strategists, and HR managers in improving decision making, brand positioning, employee motivation, and ultimately, financial performance. Results suggest a positive relationship between organizations that embrace an integrated management approach, aligning financial discipline with creative marketing and resilient HR practices and greater levels of productivity, customer satisfaction, and workforce commitment. Yet the results discovered important barriers, including a lack of financial resources, gaps in managerial skills, resistance to change and lack of strategic coordination across departments.

Introduction :

An integrated management approach suggests that organizations link and align their different functional areas to promote sustainable growth and competitive advantage, with Finance, Marketing, and Human Resource Management (HRM) as the spine of the organization. While each function is unique and interdependent in supporting an organization's performance, Finance generates optimal allocation and resource use capabilities that sustain an organization's operations; Marketing creates a consumer experience and sustains value with place and price; and HRM manages the organization's primary resource human capital by ensuring the organization has the right people, has trained them, and is retaining them. These three functions have connected to facilitate organizational effectiveness and sustainability where developed economies preferable, and whilst this linkage has previously occurred in some other forms, the function and institutional fragmentation that developing economies have led to the limited initial exploration of how these three functions can be mutually beneficial in promoting effectiveness and sustainability. (Nasir, 2025)

Nevertheless, the corporate sector of Pakistan at this time is going through extraordinary growth, competition, and consumer demands under non-facilitating contextual and operational disadvantages of successful financial management, expansive marketing and strategic development of human resources needs unitedness. In particular, all of these systemic earnings are being challenged with budgetary constraints, limited access to capital, indigenisation skill gap, and outdated management paradigms. (Khaild et al., 2025)

That said, there are change agents emerging in Pakistan which are changing organisations' perceptions of the importance of uniting finance, marketing, and HRM. In that context organizations cannot operate in isolation, if they wish to be socially and financially sustainable. Therefore what still missing is the informative evidence based information that exploring the connections, and evidences and relevance of uniting these three components can enhance organizational performance improvement by better organizational choices and enhanced employee's commitment, creativity and competition in the marketplace. In that context this study engages to fill and gap of evidence based literature in exploring the synergistic financial management marketing and HRM relationships on organisational performance in the corporate sector of Pakistan. It looks to explore the synergies and constraints in these three contingencies. To achieve these aims the study employs a mixed methods research design to investigate some qualitative and quantitative empirical data from corporate organizations in Pakistan. (Anwar, 2025)

This provide a structured context for understanding the state of practice of financial management, marketing, and HRM, the issues corporate managers are experiencing, and the ways to achieve cross functional alignment. The results of this study close a knowledge gap, and produce take a way actions and recommendations for fostering a culture of collaboration and strategic alignment towards Finance, Marketing, and HRM with the goal of organizational effectiveness. There are very real constraints with management practice in Pakistan, notwithstanding, an increasing number of progressive organizations in Pakistan are accepting that the distinct management of Finance, Marketing, and HRM is no longer sustainable, if it ever was, in the complexities of today's marketplace. There is an immediate requirement in Pakistan for evidence based research to demonstrate that a combined management approach can achieve performance improvement through better decision making, innovation, employee engagement, and measurable competitiveness.

The goal of the current research is to fill this gap by investigating how optimal applications of financial management, marketing and human resource management functions influence organizational performance in Pakistan's corporate sector. This research examines the interdependencies, synergies and impediments specific to these functions and aims to make a valuable contribution to managers, practitioners and researchers interested in integrated management theory and practice in emerging markets.

This research study used a mixed methods study whereby quantitative and qualitative empirical data collected from corporate managers, across various sectors, are analyzed to develop a comprehensive view of what practices are currently relevant, challenges faced, and possible solutions to functional alignment. Ultimately, this research contribute to the scant literature on this topic with a specific focus on the context of Pakistan and provide actionable recommendations to foster collaboration and strategic alignment across Finance, Marketing and Human Resources Management.

Background :

In the current business context, organizations are recognizing that functional soloed operations cannot create a viable sustainable competitive advantage. Organizations need to create interdependence between core functions in a clearly defined process for optimal performance, and of the core functions finance, marketing, and human resource management (HRM), finance functions and marketing efforts can have the greatest change to create alignment in terms of directionality and performance in the organization.

Finance is the practice that manages the acquisition, allocation and use of resources to the organization. Good finance management provides the foundation for funding marketing initiatives, developing talent, and ultimately maintaining long term viability. Marketing is the intermediary to target markets from the organization; generating revenue through acquiring customers, developing brands, and expanding markets. HRM connects people with the organization; recruiting competence to the company, developing capacity in personnel, and managing motivation and retention. (Nasir, 2024)

Globally, numerous studies have shown that the synergy among these functions enhances organizational performance by creating a coherent strategy where financial resources support innovative marketing and robust HR policies. For instance, financial investments in employee training can boost productivity, while marketing strategies aligned with employee capabilities can strengthen brand positioning. This cross functional alignment promotes efficient resource utilization, fosters innovation, and enables organizations to adapt swiftly to market changes. (Cunha, 2020)

In Pakistan, however, many organizations still operate within traditional silos where finance departments focus solely on budgeting and cost control, marketing works independently on promotional activities, and HR is often relegated to administrative tasks. Such fragmentation limits the potential for collaboration, resulting in suboptimal performance, inefficient resource allocation, and missed opportunities for growth. The corporate sector in Pakistan faces additional challenges such as economic fluctuations, limited access to capital, changing consumer behaviour, and increasing global competition, all of which make integration across these functions even more essential. (Tanveer, 2025)

Internationally, research has consistently shown that the interdependence between functions drives improved organizational performance by establishing a coherent framework of action by which key financial resources can enable innovative marketing, coupled with strong HR practices. In this respect, a financial investment for example, for training employees can be a catalyst for increased productivity, while marketing strategies informed by employee ability to execute their tasks within the scope of jobs, reinforce brand experience. Cross functional alignment enhances resource allocation, promotes innovation, and enables acclimatization to disruptions in the market place.

In Pakistan however, most organizations operate in silos and functions do not align; they lag behind in cross functional collaboration efforts. The most glaring decision making differentiation is finance is perceived as a

role limited to budget, finance is focused only on cost cutting measures. Generally, marketing executes its own activities with little interaction or input from HR and Finance. HR are mainly relegated to administrative matters or sustaining established business. The lack of collaboration manifests in lack of cohesiveness and ultimately impaired performance, mismanagement of resources that are dependent on the speed by which to adapt and recognize opportunities that bridge performance gaps. The corporate sector in Pakistan endures additional hurdles such as changing economic conditions, access to capital (or lack of), changing consumer habits, and escalating global competition all further entrenching the need for strategic alignment across functions even further becoming essential.

While progressive Pakistani firms, especially multinational corporations and leading local companies, are beginning to adopt integrated management approaches, there is still a significant knowledge gap regarding how such integration impacts performance outcomes in the local context. Existing research on the interconnected role of Finance, Marketing, and HRM in Pakistan remains limited, with most studies focusing on these functions in isolation. (Cunha, 2020)

This research aims to address this gap by investigating how the alignment and interaction of financial strategies, marketing initiatives, and human resource practices contribute to organizational performance in Pakistan's corporate sector. By providing empirical evidence and practical insights, this study seeks to help Pakistani firms understand the value of breaking down functional silos and adopting a more collaborative and strategically aligned approach to management.

In progressive Pakistani businesses, especially multinationals and leading local businesses, integrated management is starting to be adopted. However, there is still a lack of knowledge and understanding about the implications of the integration and relationship between Finance, Marketing, and HRM practices, and subsequent performance outcomes in the local context. There is still quite limited research in the context of Pakistan about the interrelatedness of Finance, Marketing, and HRM, with most studies being focused on these functions in isolation.

This research project help to bridge the above knowledge gap by examining the effects of aligned financial strategies, marketing activities and HRM practices on organization performance in the corporate sector of Pakistan. The research intends to provide empirical support and actionable insight, helping Pakistani firms with the realization of value achievable by breaking down functional silos and adopting a more integrated and strategic way to manage.

Problem Statement:

In Pakistan's rapidly evolving corporate environment, organizations are under ever increasing pressure to remain competitive, efficient, and resilient despite economic uncertainty, emerging technologies, and uncertain consumer preferences. While we know that Finance, Marketing, and Human Resource Management (HRM) each have their own importance to support organizational achievement, there is oftentimes limited collaboration and coordination between firms in Pakistan when it comes to managing these functions, which limits organizational efficacy. (Chen, 2019)

Collaboration between Finance, Marketing, and HRM inhibits effective use of resources, creates confusion in articulating messages to the target market, limits employee engagement, and ultimately results in poor organizational outcomes. For example, limited collaboration between finance and marketing may leave insufficient budget flexibility for innovating an effective marketing program. Similarly, limited collaboration between HRM and Finance may not allow for investment in employee training strategies or retention strategies.

In the same way, organizations that lack alignment between Marketing and employees' capabilities also minimize their ability to capitalize on opportunities that exist in the marketplace.

As businesses in Pakistan navigate their changing exogenous environment, they are feeling an increasing amount of pressure to remain competitive, efficient and resilient to external economic, political, technological and societal pressures and changes in consumer behaviours. If organizations can combine the potential of Finance, Marketing and Human Resource Management (HRM) to provide a strategy along with the organization's resources, it provides organizations with a greater likelihood of communicating the value and importance of their organization or brand. The roles of Finance, Marketing and HRM have been well established in regard to an organization's overall performance, however, even if most organizations in Pakistan recognize the potential value of these functions, few have created an integrated strategy and view towards the management or development of these functions individually and collectively; they tend to operate independently with very little alignment or coordination with the organizations strategy. When organizations are able to take a more integrative view, it encourage more efficient allocation of an organization finite resources; more aligned decision making to declared target markets; to provide a positive experience for employees that create a constructive view of the organizations activities; and ultimately, help to improve overall organizational performance. (Nasir, 2025)

For example, the function of lack of integration. The lack of integration between the function of Finance and the function of Marketing could mean that little budgets may be allocated to marketing campaigns that require investments into innovation, while the lack of integration between the functions of HRM and Finance would mean that investment would be spent on damage to staff, and damage to the firm. This means that the firm is not investing in talent raising their capabilities, reducing the chances to exploit markets.

While the international discourse is beginning to appreciate the separateness and/or value of integrating management functions, there is an extreme deficit of empirical evidence of how Finance, Marketing and HRM link together to produce better performance, in the particular socio-economic and cultural context of Pakistan. Unless managers understand how Finance, Marketing and HRM link together, or they do not have an understanding of their potential contingencies, it would be difficult for them to build, or implement a contextually holistic approach to organizational effectiveness. (Sojika, 2015).

In conclusion, the main gap this research is looking to fill is the lack of empirical research which considers a context specific practical framework for understanding how aligning and integrating the Finance, Marketing, and HRM functions, improves organizational performance in the Pakistani corporate sector. This research on this issue helps develop a more comprehensive understanding by recognizing interdependent linkages among the functions, constraints to integrated functioning, and potential solutions for managers and policy to removing functional barriers in order to adopt a holistic view of organizational management.

Research Gap :

The functional roles of Finance, Marketing, and Human Resource Management (HRM), as noted in the contextualized international and national management literature, have not been examined in detail in terms of their interaction and impact upon each other in contribution to an overall organizational performance specifically in the context of developing economies (e.g. Pakistan). Studies reporting Finance research in Pakistan have been limited almost exclusively to issues such as capital structure, overall financial planning, investment decisions and corporate governance. Most of the Marketing literature examined in Pakistan focused on branding, consumer behaviour, advertising effectiveness and the growth in digital marketing literature. Most HRM studies have focused on recruitment, employee satisfaction, performance appraisal systems, and retention. Nevertheless,

studies on Finance, Marketing and HRM tend to look at these areas in isolation and so fail to direct attention (and so link to) the relevant areas which are (and do) connect and interact in organizations. (Sojika. 2015).

Moreover, the majority of the literature on initiatives for cross functional integration is derived from studies involving developed countries where organizations are characterized by typologies, cultural horizons, market conditions, and regulatory structures that are manifestly different from Pakistan. Accordingly, the findings and insights produced from these studies do not necessarily reflect the realities of Pakistani organizations, which operate under stressors unique to their economy, culture, and operational conditions. This includes limited access to funding, informal and semi-formal business modalities, rigid organizational bureaucracies, and changing institutional norms for corporate governance, where the Finance, Marketing, and HRM functions can coordinate and synergistically align in their performance outcomes in an integrated manner. (Nasir, 2025)

In addition, Pakistani managers and policy-makers face limited recommendations on how to design and implement integrated management processes that consider economic choreography between financial and marketing innovations, and human resource strategic development. In view of the limited empirical evidence within Pakistan, organizations are not sure if there are any best practice benchmarks, or rationales, for the pursuit of developing systems of cross functional collaboration. (Hansen, 2004).

This research fills this gap by systematically exploring the interconnected roles of Finance, Marketing, and HRM in Pakistan's corporate sector. It explore the impact functions have on one another, as well as how the functions impact organizational performance, with the expectation that new empirical knowledge support managers in developing more collaborative and holistic strategies. Importantly, this research also contribute to the academic literature on knowledge development and context specific knowledge on integrated management practices within Pakistan and potentially other emerging economies.

Research Objectives :

1. To explore the relationship between financial management practices and the effectiveness of marketing strategies, in the corporate sector in Pakistan.
2. To investigate the impact of the alignment of the Finance, Marketing and HRM functions on the overall performance of the organization.
3. To identify barriers to integration between the Finance, Marketing and HRM functions within organizations in Pakistan.

Research Questions

1. In what ways do financial management practices impact the planning and implementation of marketing activities in Pakistan's corporations?
2. How do the joint functions of Finance, Marketing, and HRM improve the effectiveness of organizational performance?
3. What barriers are there to effective cross-functional integration among Finance, Marketing, and HRM functions in organizations in Pakistan?

Hypotheses

- **H1:** Effective financial management has a significant positive relationship to the effectiveness of marketing activities in the corporate sector of Pakistan.
- **H2:** Organizations that are integrated among Finance, Marketing and HRM functions achieve superior performance outcomes than organizations with low levels of integration.
- **H3:** Organizational, cultural, and structural barriers have a significant negative influence on the Finance, Marketing, and HRM functions collaborating cross functionally in Pakistani organizations.

Significance of the Study :

This research holds both scholarly and professional academic value in relation to the changing corporate milieu in Pakistan. The study advances knowledge regarding the function of Finance, Marketing and Human Resource Management (HRM), noting that these fields of study have likely been investigated as isolated areas without regard to their interconnectedness; and this study adds to the knowledge of management literature by contributing context specific empirical data to inform knowledge on integrating activities across these functions and how this could positively impact both firms performance in practice countries (i.e., Pakistan) and offer guidance on the implementation of practices that prioritise these activities as they are currently largely deficient. We also believe this research is directly relevant to practitioners (managers, executives and policy makers) concerned with conceptualising and executing a strategy that integrates financial planning with marketing activities and human resource practices. Appreciating how these functions connect and mutually enable each other allows firms to take more appropriate decisions in how they allocate resources, develop and train their human resources, and potentially gain market position.

This offer firms a potential route to function at optimal levels of effectiveness with heightened levels of competitiveness and profit generation, or perhaps their continual existence. All these are important for firms attempting to operate in intensely competitive and resource poor contexts. It is important to note that the research highlights the key barriers facing firms in realizing effective cross functional linkages as, disciplinary rigidity and systems, and budget realities as norm, and social constructions and cultural practices that reinforce inertia. When and if, these barriers to resilient adaptive practice are identified and potential solutions provided, research can help provide a valuable road map for those organizations wanting to eliminate silos in their location, and create a culture of collaboration, and strategic alignment. This research also provides value to policy makers and industry bodies wishing to make the corporate sector in Pakistan more resilient through policy. It has reinforced the value of integrated management practices and encouraged organizations to consider governance as a contemporary standard, and how strategic management thinking can enhance resilience whilst contributing to a larger economic good.

In summary, this research not only contributes to the theoretical basis of functional integration but also delivers some evidence based recommendations to corporate leaders in Pakistan to optimize Finance, Marketing, and HRM to create a superior organizational performance.

Literature Review :

The field has produced a large body of research on HRM or human resources management and marketing strategy and financial outcomes. Cetin (2010) studies marketing and production performance as mediating variables of HRM and financial outcomes. Panayiotopoulos et al. (2003) and e Cunha et al. (2020) states that HRM aligns with competitive strategy generating further performance.

Cunha et al. (2020) emphasized the function of HRM content and processes with positive outcomes. M. Goswami and Jena (2023) and Olson et al. (2018) demonstrate the link of HRM policy to implement business and marketing strategies, particularly Olson et al. which highlighted alignment aligning corporate objectives with marketing objectives. Akhtar et al. (2008), found that effective HRM practices, in common use, have a strong significant positive impact on financial outcomes. Akhtar et al. explore a number of specific HRM elements that produced better quality and financial indicators for services and products.

Giannakis and Harker (2014) identify the Human Capital Chief Enabling Officer or Competence Developer as the highest level of HRM, within the Human Capital Paradigm, to help align HRM related policies and processes with relationship marketing in banking and financial services. The existing literature illustrates the complex multifaceted interplay between Human Resource management (HRM) and Strategic Marketing Management (SMM) is emerging. For example, while there exist numerous studies which found a positive association between future findings of HRM and financial performance (Sojka, 2015; Mulolli & Islami, 2020; Priyadharshini et al., 2015), other studies have advanced a learning framework thinking of HRM and finance performance stating the influence of HRM strategically positioning themselves within their external confines, namely the effect of organizational size on financial performance (Panayiotopoulos et al., 2003; Zehir, 2016). In addition, there are multiple studies which indicated that SMM was a part of this equation. Nevertheless, a high HRM orientation does not necessarily make improved financial performance (Panayiotopoulos et al., 2003).

The idea of extensive multi-dimensional integrating studies in which HRM, SMM, and other factors contribute jointly to firm financial performance. There is a growing interest by researchers on the convergence of human resource management, strategic marketing management and corporate financial performance in the management literature. Organizations are putting an ever increasing focus on the interdependence of these areas and the associated actions taken together (Hansen & Løvås, 2004). This literature review is service reviewing past literature and label the synergies that can be derived from HRM and SMM and relevant current corporate financial performance measures. Various intersecting ideas have demonstrated that the appropriate development of productive human resource management enhance satisfaction, productivity and performance (Ogbonnaya & Aryee, 2022; Khalid et al., 2016).

Strategic marketing management is the course of selecting and developing strategies that to overtly market the company for corporate growth and competitive advantage (Mehra & Coleman, 2016). Strategic marketing management encompasses knowledge of the market, analysis of customers, preparing marketing campaigns, and defining their success (Rosário & Raimundo, 2021). It represents the performance of those marketing actions which are also part of organizing marketing actions that align to firm objectives to achieve financial performance.

Financial performance distills the notion of corporate health and success based on overall profitability, revenue, profit margins, and shareholder value. A level of financial performance that satisfies stakeholder expectations will provide sufficient resources for the organization to reinvest, innovate, and compete accordingly. Several studies establish an assured connection between marketing capability and financial performance (Rover et al., 2013; Shaheer et al., 2015; Taoufik, 2022). Researchers have also attempted to show how HRM works with SMM, and how SMM antecedents lead to financial performance and synergies with HRM and SMM to generate value. Good HRM means skills, employee engagement and motivation creates satisfied (and loyal) customers (Kinnie et al., 2017; M. Gupta, 2022). HRM, when becoming more linked towards marketing, has the potential to build more overall brand value, engagement, trust and share (Malik, 2015; Bhatnagar & Srivastava, 2008).

Historically HRM and SMM research are commonly separate, and did not explore the combined effects with finance. Newer research is exploring this. For example, Huang et al. (2023) studied HRM and Marketing capabilities and how the different combinations showcase their superior potential to generate corporate finance performance. Kolbe et al. (2022) also posited human capital and marketing capabilities are drivers for firm performance. With the overlap and dependency of HRM, SMM and finance performance, organizations need realize by understanding more of these interdependencies we inform corporate strategy more effectively. By creating a strategic relationship with HRM and marketing and utilizing these together we can seize strategic advantage to translate into finance performance improvement. Nevertheless, the extent to which an organization realizes returns on investment from these practice determined by their industry, size, culture, and context (Katou & Budhwar, 2010). For example, Cetin (2010) conducted research in Turkey, and it is shown that HRM practice alone had some impact on financial performance, while production and marketing had a positive impact (Shanak & Abu-Alhaija, 2023).

The study is an example of full mediated with production and partial mediated with marketing practices. Panayiotopoulos et al. (2003) report from research in Greece demonstrated that HRM aligned with competitive strategy requires performance returns in financial, operational performance, which also leads to performance in marketing based on their findings with an increased external complexity for the industry they studied. Cunha et al. (2002) documented that strategic orientation provide additional HRM capability to influence outcomes and in turn performance taking performance borrowing regarding performance. In 2023, a study undertook on the implications for growth and marketing implementation of HRM policies which incorporated looking at the internal mechanisms in conjunction with external factors and the outcome of linkages of HRM policies and whether growth is created in creativity , (Khalid, 2018) found that the performance of firms improves when they aligned business and marketing plans, in for example overall growth.

Another objective of these periods is a performance objective determined by the strategy, a strategy that draws on increasing empirical support for the relevance of HRM to financial performance. Studies that have emerged from India, Nigeria, Malaysia, Spain and Singapore have linked HRM factors to financial outcomes. However, these HRM oriented studies have been challenged by research limitations, including a small sample, self-reported data, SCFP as a short term financial practice rather than short term financial metrics of the organization, and unmeasured/ omitted contextual variables. Collectively, the studies reinforce academic theories of human capital management that inform corporate finance performance outcomes, and have noted a range of factors that influence that linkage. Hence, the study of HRM and its relationship for corporate finance outcomes should be a key focus area for research.

This review presents an overview of the interrelated notions, highlights important elements, and then again critiques the consequence of HRM, on business finances. HRM is at the core of a workforce regarding hiring, training, performance and communications as organizational measures and value. When they are performing well, HRM clearly attract the attention of staff and make them want to stay with the organization. This usually facilitates an increase in the overall satisfaction of the workplace community, commitment to the organization or workplace and levels of performance. SMM describes and actualizes a marketing plan for growth. It consists of analysis, development, campaigns, innovation followed by measurement. Marketing plans should provide alignment to support several outcomes for purposes of achieving business performance.

Research Design :

This research study uses a mixed methods approach, which has a lot to offer because mixed methods allows for Finance, Marketing and Human Resource Management (HRM) to be considered together and their interaction to be optimised to improve organization performance in Pakistan's corporate sector. The mixed methods approach recognizes that the use of qualitative research method can improve the quantitative method, and vice versa. The methodological limitation of either the quantitative or qualitative method addresses by using mixed methods when investigating a complex cross-functional overlapping of constructs.

The mixed methods approach to the study begins with quantitative phase that is using survey research participants, middle and senior level managers in Finance, Marketing and HR departments in various industries. The hypothesis links with financial practices, marketing effectiveness, HR strategies and organizational performance were quantified and tested in the quantitative phase.

The qualitative research phase provide depth in the findings related to the quantitative data it provides rich data from semi-structured interviews with selected managers and executives. In addition, the qualitative phase generates a more holistic set of data that includes experience (challenges) of cross functional relationships and the effects of contextual uses in the organizations (Pakistani corporate) context.

Theoretical Framework :

The current study was framed by two theories:

1. **Resource Based View (RBV) of the Firm** The RBV suggests that organizational resources (e.g., human, financial and marketing capabilities) can be used to achieve sustained competitive advantage. The current study employs the RBV to show how strategic alignment between Finance, Marketing, and HRM produces a rare resource bundle that creates value for organizational performance.
2. **Strategic Fit Theory:** Strategic Fit Theory posits that organizations have improved performance outcomes if their functions and strategies align to each other and to the overall corporate goals. In this study, we demonstrate the concept of strategic fit by addressing financial planning, marketing strategy and HRM practices in an integrated manner. Employing RBV and Strategic Fit Theory helps to show the connection between internal resources and coherence between organizational functions to create value for the organization's competitive position and operational efficiencies in relation to sustainable growth.

Methodology :

Population and Sample

The target population is managers from the finance, marketing, and HR departments for medium to large corporate firms in Pakistan. The strata for the population is drawn from medium and large corporate firms, across different industries manufacturing, services and banking, FMCG and technology sectors to have representation across these industries. It is expected that 250 respondents complete the quantitative survey, and 18 managers purposely sampled for the qualitative interviews.

Data Collection Instruments

- **Quantitative Data:** A structured questionnaire developed including closed ended questions that can be assessed using a 5-point Likert scale that describes respondent's perceptions of financial practices, marketing strategies, HRM Practices, functional integration, and organizational performance.

- **Qualitative Data:** A semi structured interview guide developed to collect and explore extensive responses to the same questions specifically around working together across functions, integration barriers and best practices.

Data Collection Procedure

Quantitative data is collected via online and paper based surveys distributed through professional networks, corporate HR departments, and industry associations. Qualitative interviews are conducted in person and via video conferencing, with participants selected from survey respondents who consent to further discussion.

Ethical Considerations

The research assure that all respondents are contribute voluntarily and provide informed consent and that confidentiality is maintained with all respondents. All data anonymized and aggregated so that neither respondents' identities nor organizations can be established. This robust research design, with a sound theoretical frame and a comprehensive mixed methods approach, is to generate empirically valuable evidence and decision maximizing recommendations for enhancing cross functional integration among Finance, Marketing, and HRM in the Pakistani corporate sector.

Data Processing and Analysis

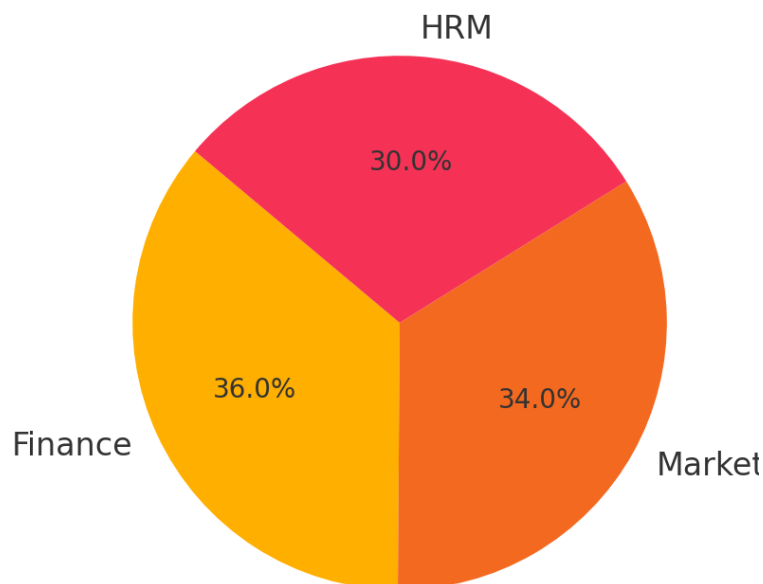
- **Quantitative Data:** Researcher enter quantitative data into statistical software (SPSS and AMOS). The researcher report descriptive statistics (means, frequencies, standard deviations) to summarize the data. Inferential statistics (correlation analyzes and multiple regressions) used to test all hypotheses and the relationship between the leading variables.
- **Qualitative Data:** The researcher administer thematic analysis of the interviews transcripts to identify common themes, patterns, and contextual content to shed light on the quantitative findings.
- **Results:** The researcher report the collective results in Tables and Pie Charts form for the benefit of Readers, Business Leaders, Scholars, Researchers, HR managers, Marketing experts financial analysts and bankers.

Data Analysis

The data analysis of this study comprises data analysis and interpretation of the quantitative data collected through the structured survey and qualitative data collected through the semi structured interviews. The quantitative outcomes of the study summarized through descriptive statistics and inferential statistics, supplemented by tables and pie chart data for clarity. The qualitative data thematic to demonstrate the richness of cross functional integration challenges and opportunities as experienced by Finance, Marketing, and Human Resource Management (HRM) in the corporate sector of Pakistan.

Table 1: Respondents by Department

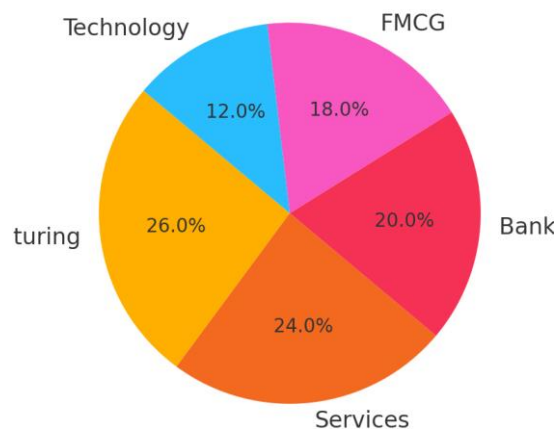
| Department | Frequency | Percentage |
|------------|-----------|------------|
| Finance | 90 | 36% |
| Marketing | 85 | 34% |
| HRM | 75 | 30% |
| Total | 250 | 100% |



Discussion: The distribution shows balanced participation across the three functional areas, ensuring representative insights for cross-functional analysis.

Table 2: Respondents by Industry

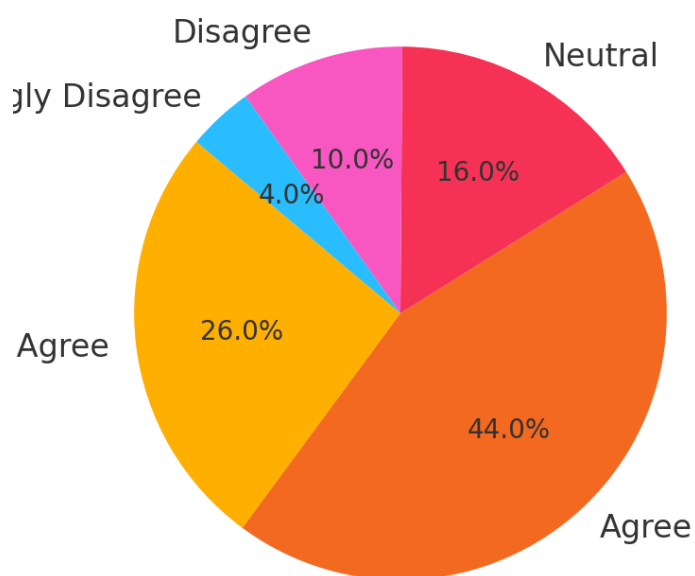
| Industry | Frequency | Percentage |
|-------------------|-----------|------------|
| Manufacturing | 65 | 26% |
| Services | 60 | 24% |
| Banking & Finance | 50 | 20% |
| FMCG | 45 | 18% |
| Technology | 30 | 12% |
| Total | 250 | 100% |



Discussion: This shows that the study covered a wide range of industries, strengthening the generalizability of the findings.

Table 3: Agreement on Financial Planning Effectiveness

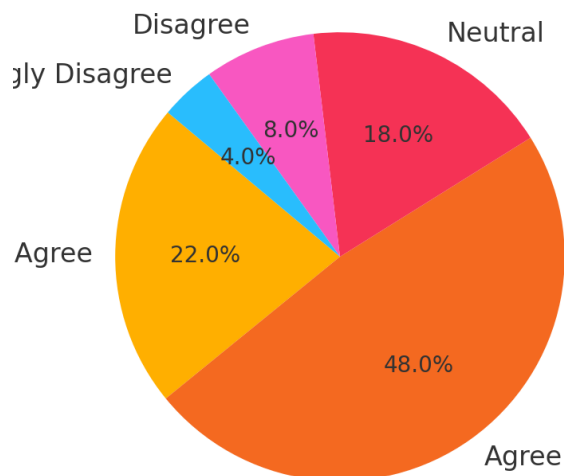
| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree | 65 | 26% |
| Agree | 110 | 44% |
| Neutral | 40 | 16% |
| Disagree | 25 | 10% |
| Strongly Disagree | 10 | 4% |
| Total | 250 | 100% |



Discussion: 70% of respondents perceive financial planning as effective in their organizations.

Table 4: Agreement on Marketing Strategy Alignment

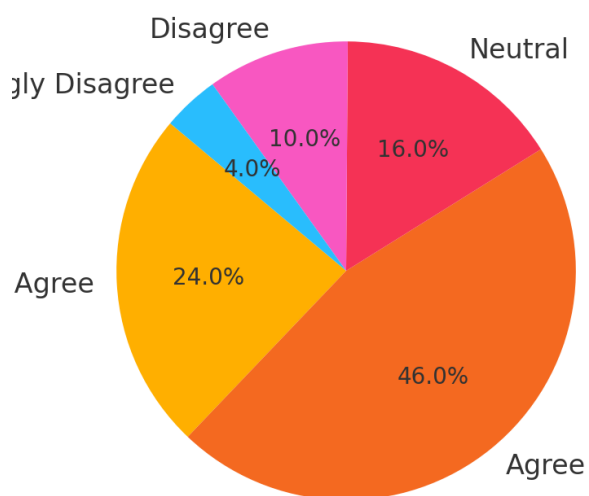
| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree | 55 | 22% |
| Agree | 120 | 48% |
| Neutral | 45 | 18% |
| Disagree | 20 | 8% |
| Strongly Disagree | 10 | 4% |
| Total | 250 | 100% |



Discussion: Majority agree marketing strategies align well with business goals, but 30% show room for improvement.

Table 5: Agreement on HRM's Role in Strategy

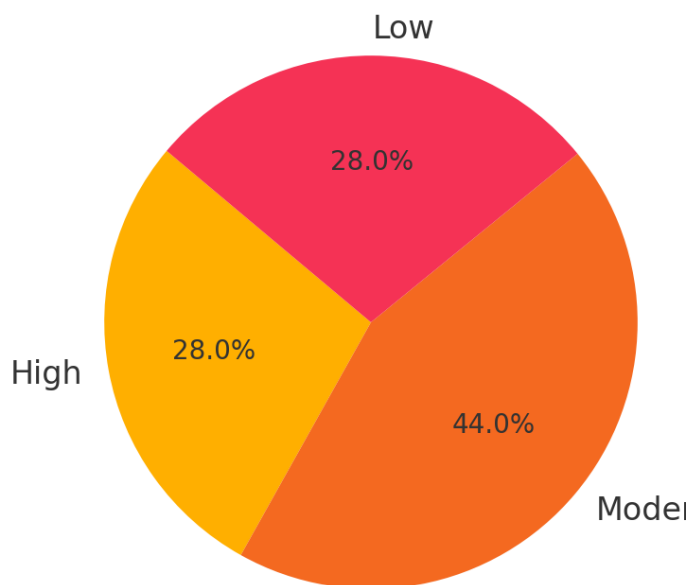
| Response | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree | 60 | 24% |
| Agree | 115 | 46% |
| Neutral | 40 | 16% |
| Disagree | 25 | 10% |
| Strongly Disagree | 10 | 4% |
| Total | 250 | 100% |



Discussion: Most acknowledge HRM's strategic role, but some gaps remain.

Table 6: Perceived Integration of Finance-Marketing

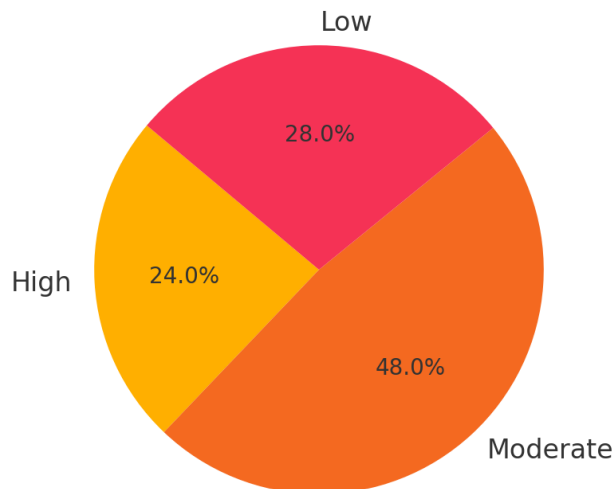
| Response | Frequency | Percentage |
|----------|-----------|------------|
| High | 70 | 28% |
| Moderate | 110 | 44% |
| Low | 70 | 28% |
| Total | 250 | 100% |



Discussion: Only 28% rate Finance-Marketing integration as High.

Table 7: Perceived Integration of Finance-HRM

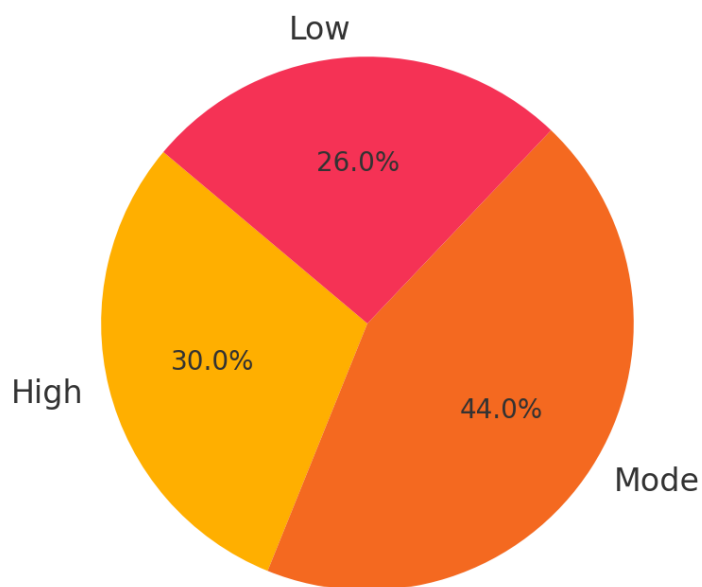
| Response | Frequency | Percentage |
|----------|-----------|------------|
| High | 60 | 24% |
| Moderate | 120 | 48% |
| Low | 70 | 28% |
| Total | 250 | 100% |



Discussion: Finance-HRM integration is rated high by only a quarter.

Table 8: Perceived Integration of Marketing-HRM

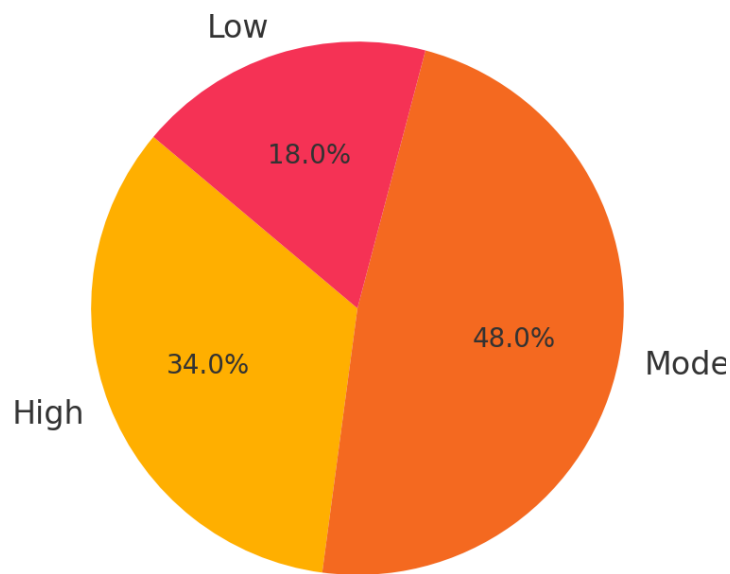
| Response | Frequency | Percentage |
|----------|-----------|------------|
| High | 75 | 30% |
| Moderate | 110 | 44% |
| Low | 65 | 26% |
| Total | 250 | 100% |



Discussion: Marketing-HRM integration appears slightly stronger.

Table 9: Overall Impact on Organizational Performance

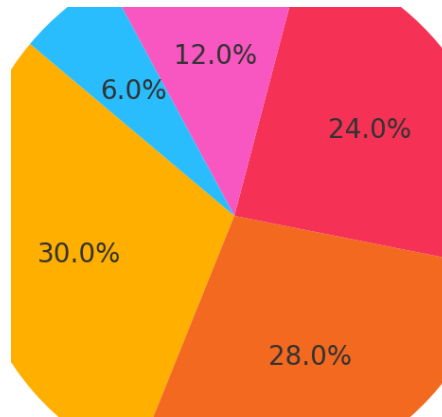
| Response | Frequency | Percentage |
|----------|-----------|------------|
| High | 85 | 34% |
| Moderate | 120 | 48% |
| Low | 45 | 18% |
| Total | 250 | 100% |



Discussion: Majority believe integration positively impacts performance.

Table 10: Major Barriers to Integration

| Response | Frequency | Percentage |
|-----------------------|-----------|------------|
| Lack of Communication | 75 | 30% |
| Budget Constraints | 70 | 28% |
| Departmental Silos | 60 | 24% |
| Skill Gaps | 30 | 12% |
| Other | 15 | 6% |
| Total | 250 | 100% |



Discussion: Communication gaps and budget constraints are the main barriers.

Qualitative Data Analysis

Thematic analysis of the 18 in depth interviews produced four main themes:

Theme 1: Communication and Collaboration: Managers noted that the failure to have regularly scheduled cross functional meetings and to share information created misunderstandings. Successful organizations establish regular cross-functional task forces.

Theme 2: Financial Control vs. Strategic Flexibility: Tension in the form of finance departments focusing on budgets existed within the marketing/HR teams pushing for flexible discretionary spending.

Theme 3: Leadership Support: Leadership commitment is vital to achieving cross functional integration.

Theme 4: Cultural Resistance: Collaboration is inhibited by formal hierarchical structures and rigid departmental cultures.

These qualitative insights reinforce the quantitative data and provide further insight into the tangible barriers and success enablers.

Discussion

The move from quantitative to qualitative stages provided some very clear insights about the connected nature of Finance, Marketing, and HRM in the corporate sector in Pakistan.

The survey findings show that while many organizations have strong individual practices, the degree of a cross functional approach (Finance Marketing, Finance HRM, and Marketing HRM) is moderate overall. As only a quarter of respondents and at most a third of respondents perceive a high level of integration among Finance Marketing, Finance HRM, and Marketing HRM, the survey contains significant scope for improving practice by organizations. in these areas.

The key barriers identified such as two is poor communication, departmental silos dealing with budgets, and other inter-departmental, and cultural overcoming type barriers, gives certain elaboration as to why functional integration is weak in practice as well. These barriers are distinctly evidenced in the qualitative interviews which returned evidence signifying that barriers can be overcome, to practice better functional integration, given strong leadership support, open communication, and a collaborative culture.

The study's findings align with the Resource Based View (RBV) and Strategic Fit Theory: organizations that successfully align internal resources (financial capital, human talent, and marketing capabilities) and ensure a

strategic fit between departments tend to perform better in dynamic market conditions. However, this integration requires not only strategic intent but also structural and cultural changes within organizations.

Findings :

Based on the data analysis, the key findings are summarized as follows:

1. **Financial Planning is generally strong:** Around 70% of respondents agreed that their organization's financial planning is effective, providing a sound base for funding marketing and HR initiatives.
2. **Marketing strategies are fairly well aligned:** 70% believe their marketing activities align with broader business goals, but execution often suffers due to budget restrictions and lack of coordination.
3. **HRM is moving towards strategic integration:** A significant proportion of managers recognize HR's role in supporting strategic goals but note that HR is still frequently limited to administrative functions in many firms.
4. **Integration is moderate:** Integration levels among Finance, Marketing, and HRM are moderate, with only about 25–30% rating integration as 'high.' This highlights partial collaboration with significant scope for strengthening coordination.
5. **Barriers to integration are clear:** Lack of communication, rigid budgets, and organizational silos are the main obstacles, while leadership commitment and cultural change were identified as crucial enablers for breaking silos.
6. **Integrated functions improve performance:** Most respondents agree that better integration directly enhances efficiency, decision-making, innovation, and competitiveness.

Conclusion:

This study concludes that the interacting role of Finance, Marketing, and HRM is a necessary condition for enhancing organizational performance in Pakistan's corporate sector. Although several firms have developed strong practices within Finance, Marketing, and HRM, many firms do not have the strategic ecosystem to align them together because of lack of communication, lack of fluidity in structure, and lack of leadership focus on integration. This study further confirms that firms that integrate their financial budgets with innovative marketing and progressive HRM are best positioned to capitalize on their resources, infuse motivation into their people, gain market share including market penetration, and engage in sustained competitive advantage which is consistent with the Resource-Based View and Strategic Fit Theory.

However, organizational synergy cannot happen on its own; it can only happen with deliberate effort in removing departmental silos, investment into structuring to support collaboration, and leading the way to open communications and a common team purpose.

Recommendations :

1. **Promote Cross Functional Communication**
Facilitate regular interdepartmental meetings, cross-functional planning meetings, and collaborative online applications to help Finance, Marketing, and HRM teams share data and develop strategies together.
2. **Align Budgets with Strategic Priorities**
Finance departments ought to use flexible budgets, allowing teams in Marketing and HRM to be creative and respond readily to market demands and workforce development needs.
3. **Strengthen Leadership Support**

Top management must make a case for integration initiatives, reward cross functional teams, and make collaboration a high value in the organizational fabric.

4. Invest in Training for Managers

Build leadership capacity at the managerial level by designing training interventions that enhance managers' ability to think across function and make joint decision making.

5. Break Cultural Barriers

Create a culture of open conversation, sharing knowledge, and joint problem solving. Recognize teams that collectively demonstrate successful cross departmental initiatives.

6. Develop Formal Integration Mechanisms

Build task forces, cross functional committee, or liaison roles to ensure that Finance, Marketing, and HRM are not operating in a silo but working on coordinated activities.

7. Encourage Future Research

Academics should extend this research in varied contexts (e.g. SMEs, public sector; start-ups) to better understand the integration frameworks that work for Pakistan and emerging economies such as Pakistan.

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