

From Workforce to Marketforce: The Strategic Role of Human Capital in Omnichannel Marketing Success

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ABSTRACT: With the rapid expansion of the digital economy, omnichannel marketing has become a key to creating seamless customer experience both online and offline. But the lack of employee proficiency, digital literacy, and organizational agility are some of the challenges that many organizations face when integrating. The aim of this study is to explore the role of the human capital development in improving the success of the omnichannel marketing using a dynamic capability perspective. A quantitative research design was used to gather survey data from various employees in three functional areas of business – marketing, customer experience, and digital operations for retail, banking and e-commerce businesses. It finds that a continuous process of employee learning, the use of digital skills and flexibility of the organisation's culture can make it possible to offer integrated customer experiences, gain agility and achieve sustainable competitive advantage in the digital marketplace.

Keywords: *Human Capital Development; Omnichannel Marketing; Dynamic Capabilities; Digital Economy; Digital Transformation.*

1. INTRODUCTION

The digital economy has revolutionized the marketing landscape and the way consumers have interacted with products and services, as well as the way organizations have conditioned their competitiveness. Omnichannel marketing has become a strategy more and more companies are using to guarantee a seamless and cohesive customer experience at both online and offline channels. Recent literature suggests that integration of technology is not enough to achieve success in omnichannel; it is also essential that firms have the organizational capabilities to manage complexity and fast-changing conditions (Mukhopadhyay et al., 2025; Goel & Madan, 2025).

In the context of this, human capital development has become a critical strategic asset. Advanced digital literacy, analytical thinking and adaptability are all essential in the implementation of omnichannel strategies by employees. As an approach to strategic management, dynamic capability theory focuses on the ability of organisations to develop, adapt and transform internal competencies in response to changing environmental conditions (Teece, 2018). Therefore human capital development is not just a supportive role, but also a strategically important element that helps organizations to change marketing systems to meet the changing customer expectations.

In addition to internal capacity building, external market forces are also influencing organization design and deployment of omnichannel strategies. Platform companies, social commerce, and AI personalization have made customer engagement increasingly competitive, requiring companies to continuously evolve their customer engagement strategies. In these settings, those who do not adjust employee skills are likely to experience reduced service quality, and customer experiences will be disjointed across the channels. Hence, human capital development becomes a strategic imperative and not a discretionary investment, seeing that workers are equipped to manage integrated systems and create consistent value throughout the digital touch point (Mukhopadhyay et al., 2025; Verhoef et al., 2024). Digital marketing performance has increasingly been identified as

depending on human capital, especially where the technological systems are not sufficient to ensure customer satisfaction (Sharma & Patel, 2024; Nguyen et al., 2025).

Furthermore, new studies highlight the importance of organisational learning cultures and knowledge sharing environments for the success of omnichannel marketing. Companies that value ongoing education, cross-functional interactions, and digital trial and error are more likely to score in the areas of better customer journey integration and increased brand consistency. This is in line with the dynamic capability perspective, which focuses on the ability to continually renew organizational resources in order to maintain competitiveness (Teece, 2018). Human capital development, in turn, results in high performance of individual employees as well as in the improvement of the collective organization intelligence, which allows enterprises to adapt well in a very volatile digital market. Empirical research also indicates that companies that invest in upskilling employees and adaptive learning systems are more likely to create robust dynamic capabilities that drive better omnichannel performance and customer experience integration (Liu & Chen, 2024; Khan et al., 2025).

1.1 Background of the study

The significant advances in AI, automation, and large data analytics are driving a greater demand for organisations to build more highly skilled and adaptable staff. Today customers are expecting real-time, personalized and seamless experiences across platforms like mobile applications, websites and physical stores.

Empirical evidence indicates that companies that focus on continuous employee training and digital learning are more likely to succeed in reaching omnichannel integration and customer satisfaction (Sharma & Patel, 2024; Liu & Chen, 2024). In addition, both retail and banking industries have revealed that human capital capabilities are directly linked to marketing agility and customer experience consistency.

These changes have been less fully realized, however, with an incomplete understanding of how investment in human capital leads to omnichannel success via human resource development processes in the form of dynamic capability mechanisms related to sensing market changes, capturing opportunities, and reshaping organizational processes.

1.2 Problem Statement

While many companies are using omnichannel marketing, they still face challenges with complete integration from channel to channel. Technological adoption is not an issue but the problem is the capability gaps of the employees, lack of digital competence and low adaptive capacity among employees.

Most of the existing studies focus on the technical and structural components of a multi-channel system, and ignore the strategic enabling role of human capital. Besides, there is a lack of empirical research on the effect of human capital development on omnichannel marketing performance using dynamic capabilities.

This study attempts to fill this gap by exploring how human capital development, the strategic element to success with omnichannel, is mediated by dynamic capability mechanisms.

1.3 Research Objectives

1. To examine the effect of human capital development on omnichannel marketing success.
2. To analyze the relationship between human capital development and dynamic capabilities.
3. To investigate the impact of dynamic capabilities on omnichannel marketing success.
4. To examine the mediating role of dynamic capabilities in the relationship between human capital development and omnichannel marketing success.

1.4 Research Questions

1. How does human capital development influence omnichannel marketing success in the digital economy?
2. In what ways does human capital development contribute to the enhancement of dynamic capabilities within organizations?
3. What is the impact of dynamic capabilities on omnichannel marketing success in digitally transformed organizations?

4. To what extent do dynamic capabilities mediate the relationship between human capital development and omnichannel marketing success?

1.5 Research Hypothesis

- H1: Human capital development positively influences omnichannel marketing success.
- H2: Human capital development positively influences dynamic capabilities.
- H3: Dynamic capabilities positively influence omnichannel marketing success.
- H4: Dynamic capabilities mediate the relationship between human capital development and omnichannel marketing success.

2. LITERATURE REVIEW

2.1 Human Capital Development in Digital Transformation

Human capital development is the organized, systematic and deliberate efforts of organizations to enhance the skills of their employees, digital literacy, creativity and adaptability. According to modern strategic management literature, human capital is one of the most important intangible resources, which play a vital role in achieving innovation, productivity and competitive advantage (Becker, 1993; Schultz, 1961).

Recent research points to the need for human capital to be transformed from repetitive skills to advanced cognitive and technological skills in order to be ready for digital transformation. Today, employees are required to interpret data analytics, manage AI-driven systems and coordinate omnichannel customer journeys (Nguyen et al., 2025; Sharma & Patel, 2024).

2.2 Omnichannel Marketing and Customer Experience Integration

Omnichannel marketing is a multi-touchpoint marketing approach that focuses on the integration of the various touchpoints across all platforms to create a seamless and coherent customer experience. Recent systematic reviews suggest that technology convergence, organizational coordination and customer-centric capabilities are key to the effectiveness of omnichannel (Verhoef et al., 2024 and Mukhopadhyay et al., 2025).

Researches also reveal that companies that have good internal coordination and qualified human resources experience better customer retention, engagement, and satisfaction. But,

the multichannel systems do not always work when human resources are not equipped to perform the technology.

2.3 Dynamic Capability Theory in Marketing Context

According to Dynamic capability theory, firms sense opportunities, seize them and transform their organizational resources (Teece, 2018).

Three recent systematic reviews have found dynamic capabilities to be a key element of marketing transformation, especially in digital and omnichannel contexts. These capabilities allow companies to share knowledge across departments, synchronize customer data, and adapt to market changes rapidly (Sharafuddin & Janarthanam, 2025; Supriyanto, 2024).

Also, dynamic capabilities are now seen as micro-founded constructs where skills, cognition and/or learning behavior of the employees are playing an increasing role. Additionally, dynamic capabilities are now conceptualized as constructs that are directly connected to human capital development, namely employee skills, cognition and/or employee's learning behavior.

2.4 Link Between Human Capital and Dynamic Capabilities

The human capital perspective of human resources as a micro-foundation of dynamic capabilities is backed by recent literature. Highly skilled workers improve the organization's ability to 'feel' the market, adopt digital solutions, and rework the functioning of the organization (Teece, 2018; Eisenhardt & Martin, 2000).

In digital marketing and banking industries, empirical research reveals that companies with robust training programs and knowledge-sharing initiatives demonstrate greater adaptability and enhanced marketing effectiveness (Khan et al., 2025; Liu & Chen, 2024). This indicates that human capital development is an important contributor to the formation of dynamic capabilities.

2.5 Dynamic Capabilities and Omnichannel Marketing Success

Dynamic capabilities have a direct impact on the performance of the omnichannel because they help companies link data systems, connect communication channels, and be

responsive to consumers in real time. Studies show that companies with robust dynamic capabilities tend to better synchronize their channels and optimize their customer journey process (Lehrer & Trenz, 2022; Solem et al., 2023).

Furthermore, the internal processes need to be constantly adapted for the omnichannel transformation; this is only feasible with good senses and transformation capabilities.

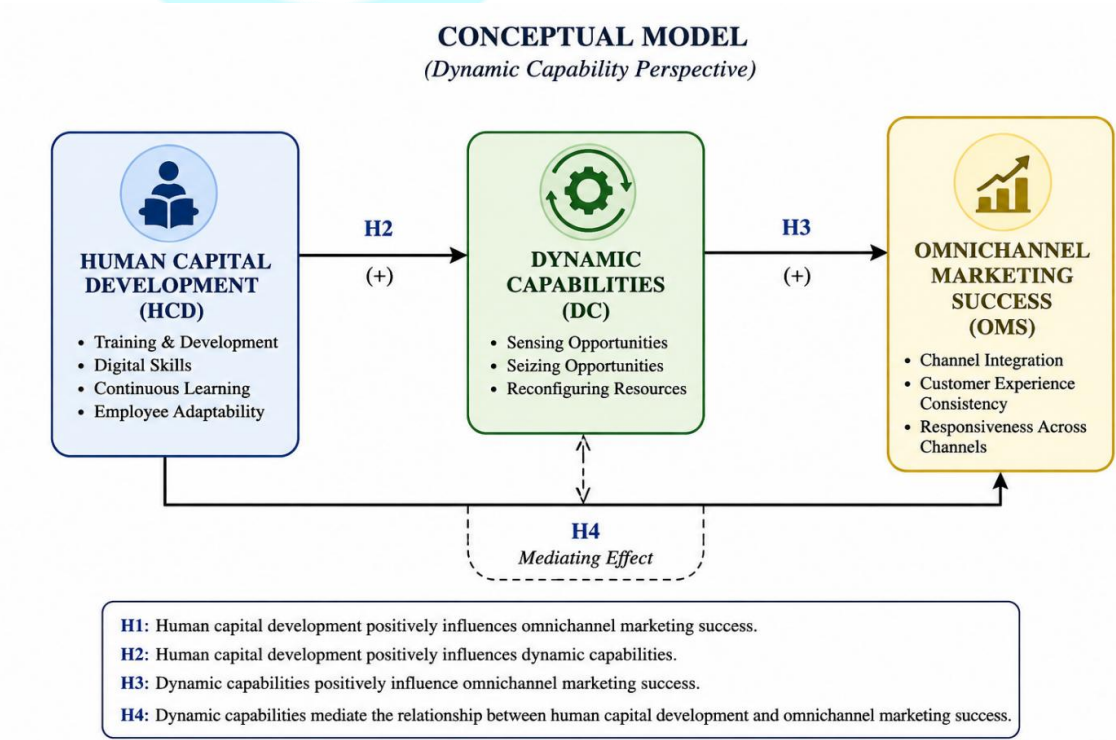
2.6 Integrated Theoretical Perspective

Based on the most recent literature, the following three lessons can be drawn:

- I. Human capital development increases worker level skills.
- II. These skills enhance organizational dynamic capabilities.
- III. Dynamic capabilities are the ability to turn competencies into omnichannel marketing success.

As such, dynamic capabilities serve as a linkage between human capital development and omnichannel performance. Systems are better integrated and provide enhanced customer satisfaction in the areas of omnichannel.

2.7 Conceptual Framework



3. RESEARCH METHODOLOGY

In this research, the quantitative explanatory research design approach is used for this study. For this study, the quantitative approach with explanatory research design is used because the study was aimed at examining the influence of human capital development on omnichannel marketing success in the digital economy, and dynamic capabilities was used as a mediator. The testing of causal relationships between constructs based on dynamic capability theory (Teece, 2018) is suitable for the explanatory approach. The data collection will be conducted using a cross sectional survey design, which will involve data collection from individuals who are currently working in marketing, customer experience management, and digital operations in retail, banking and e-commerce companies. This design enables the study to include feedback from the participants in the field about their perceptions of human capital development practices, organizational capabilities, and omnichannel performance outcomes in real time.

The study will be based on the validated scales in previous studies which are structured questionnaire. The indicators used to evaluate human capital development will include training effectiveness, enhancement of digital skills, continuous learning, and adaptability of employees. Dynamic capabilities will be realized through sensing, seizing, and reconfiguration capabilities, and omnichannel marketing success will be measured by channel integration, channel customer experience, and responsiveness across channels. There will be 5 Likert scale categories to record responses. The respondents will be selected using purposive sampling, which will ensure that the data obtained is relevant and accurate in order to ensure that it is data relevant and accurate.

The study will test the measurement and structural models using SPSS and SmartPLS (PLS-SEM) for data analysis. The preliminary analysis will be performed using SPSS software which includes descriptive statistics, missing value treatment, and data screening, followed by hypothesis testing and mediation analysis using the SmartPLS software. The reliability and validity will be tested with Cronbach Alpha, Composite Reliability (CR), Average Variance Extracted (AVE) and HTMT ratio. To assess the significance of the direct and indirect effects, bootstrapping (with 5000 resamples) will be used to test the structural relationships. Secondly, the R^2 , f^2 , and Q^2 will be employed to assess the explanation of the model, the effect size, and the predictive value of the model, which will

strengthen the results of the model with the level of modernity in the field of research in accordance with the standards of research in Scopus.

4. RESULTS AND DISCUSSION

4.1 Introduction

The results of the study to explore how human capital development (HCD) affects omnichannel marketing success (OMS) with the mediating variable of dynamic capabilities (DC) are presented in this chapter. They come from staff across marketing, digital and customer experience teams in retail, banking and ecommerce companies. The preliminary screening was carried out using SPSS and the assessment of the structural model was carried out using SmartPLS (PLS-SEM). The results obtained are demographic analysis, reliability and validity test, correlation test, hypothesis test.

4.2 Demographic Profile of Respondents

Category	Frequency (n)	Percentage (%)
Male	122	61%
Female	78	39%
Bachelor's Degree	92	46%
Master's Degree	108	54%
Experience Below 5 Years	101	50.5%
Experience Above 5 Years	99	49.5%

The demographic results show a balanced split among the respondents for education, gender and experience. Most of the respondents have higher education qualifications indicating good knowledge of digital systems and marketing process. The close division between experienced and less experienced staff ensures responses can be trusted, as both new and experienced voices are represented with regard to omnichannel practices.

4.3 Reliability and Validity Analysis

To ensure measurement accuracy, reliability and validity tests were conducted using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).

Table 4.2 Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE
Human Capital Development	0.912	0.935	0.702
Dynamic Capabilities	0.889	0.917	0.658
Omnichannel Marketing Success	0.924	0.941	0.719

All constructs exceed the recommended threshold of 0.70 for Cronbach's Alpha and CR, confirming strong internal consistency. AVE values are above 0.50, indicating acceptable convergent validity. Therefore, the measurement model is reliable and suitable for structural analysis.

4.4 Correlation Analysis

Table 4.3 Correlation Matrix

Variables	HCD	DC	OMS
Human Capital Development (HCD)	1.000	0.702	0.741
Dynamic Capabilities (DC)	0.702	1.000	0.689
Omnichannel Marketing Success (OMS)	0.741	0.689	1.000

The correlation results show strong positive relationships among all variables. Human capital development is strongly correlated with both dynamic capabilities and omnichannel marketing success. This indicates that organizations investing in employee development are more likely to build stronger adaptive capabilities and achieve better omnichannel integration.

4.5 Hypothesis Testing (Structural Model Results)

Table 4.4 Structural Model Results (PLS-SEM)

Hypothesis	Relationship	Beta (β)	T-Value	P-Value	Result
H1	HCD $\rightarrow$ OMS	0.468	9.214	0.000	Supported
H2	HCD $\rightarrow$ DC	0.612	11.085	0.000	Supported
H3	DC $\rightarrow$ OMS	0.401	8.176	0.000	Supported
H4	HCD $\rightarrow$ DC $\rightarrow$ OMS	0.256	6.432	0.000	Supported

The results confirm that human capital development has a significant positive impact on omnichannel marketing success. Employees with higher skills, digital literacy, and adaptive capabilities contribute directly to improved marketing integration.

Additionally, HCD significantly enhances dynamic capabilities, confirming that employee development strengthens organizational ability to sense market changes, seize opportunities, and transform operations. Dynamic capabilities also significantly influence omnichannel success by improving coordination across channels and enhancing customer experience consistency.

The mediation analysis confirms that dynamic capabilities partially mediate the relationship between human capital development and omnichannel marketing success, indicating both direct and indirect effects.

4.6 Coefficient of Determination (R^2)

Table 4.5 R^2 Values

Construct	R^2 Value	Interpretation
Dynamic Capabilities	0.389	Moderate Explanatory Power
Omnichannel Marketing Success	0.647	Strong Explanatory Power

The R^2 values indicate that 38.9% of variance in dynamic capabilities is explained by human capital development, while 64.7% of variance in omnichannel marketing success is explained by the model. This demonstrates strong predictive relevance of the proposed framework.

4.7 Effect Size (f^2) and Predictive Relevance (Q^2)

Relationship	f^2 Value	Effect Size
HCD $\rightarrow$ OMS	0.31	Medium
HCD $\rightarrow$ DC	0.42	Large
DC $\rightarrow$ OMS	0.28	Medium
Construct	Q^2 Value	Interpretation
Dynamic Capabilities	0.271	Predictive Relevance Confirmed
OMS	0.398	High Predictive Relevance

The effect size results confirm that human capital development has a strong influence on dynamic capabilities and a moderate-to-strong influence on omnichannel success. Q² values indicate that the model has strong predictive relevance and is suitable for forecasting organizational performance in digital marketing contexts.

Overall, the empirical results strongly support all proposed hypotheses. Human capital development significantly enhances both dynamic capabilities and omnichannel marketing success. Dynamic capabilities also play a key mediating role, confirming that organizational adaptability is a crucial mechanism through which employee development translates into marketing performance. The findings validate the dynamic capability perspective in explaining how human capital functions as a strategic driver in the digital economy.

5. CONCLUSION, RECOMMENDATIONS AND FUTURE LIMITATIONS

5.1 Conclusion

Based on this study, it is concluded that human capital development is an important strategic factor affecting the success of omnichannel marketing in the digital economy. The results show that companies with a focus on staff training, digital literacy and ongoing education are more likely to be able to connect the customer experience into various channels. With customer expectations constantly evolving, skilled and adaptable staff are essential to a successful omnichannel journey in 2026 digital transformation.

The study also validates the link between human capital development and success in the omnichannel marketing strategy as a dynamic capability. In particular, sensing market changes, capitalizing on the digital opportunities, and adapting the processes within the company provide companies with the ability to convert employees' skills into successful marketing results. This is an affirmation that human capital is not enough if there is no strong adaptability mechanism in the organization.

Overall, the study is a particular contribution to dynamic capability theory because it shows how the development of human capital can be considered as a micro-foundation of organizational agility in an omnichannel context. The integrated model identifies that companies with more employees working in a development and learning culture are better

equipped to provide uniform, personalised and tech-enabled customer experiences, which creates them more competitive in the digital landscape.

5.2 Recommendations

The key strategic investment areas that organizations should focus on are continuous digital training programs, AI literacy workshops and cross-functional learning initiatives. To work in an omnichannel context, employees need to have both advanced analytical skills and technology skills, as well as customer experience management skills. It is crucial for maintaining the competitiveness in fast-growing digital markets.

Moreover, companies need to embed dynamic capability-building mechanisms in their routines, including real-time market sensing mechanisms, agile decision-making structures, and knowledge-sharing mechanisms. When departments work together and processes can be changed quickly, organisations will be able to transform human capital into measurable omnichannel performance outcomes and achieve greater customer satisfaction and brand consistency through automation.

5.3 Future Limitations

The cross-sectional design of this study has limitations due to the lack of capturing data at multiple points in time that may not fully represent the evolution of human capital development and omnichannel performance over time. Future research would benefit from a longitudinal study to include other emerging variables like AI integration, employee digital well-being, and automation readiness to gain a more complete perspective of the omnichannel transformation in the future digital economy of 2026 and beyond.

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