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Presenting the Model of Strategic Management of Human Resources in the Marketing Department based on the Grounded Theory

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Abstract

In this research, the influencing factors on the behavior of human resources in the marketing department and human resource management policies and their relationship with the strategies of this department have been examined in order to identify the factors that are related to the superior performance of this department. The data collection tool was semi-structured interviews were conducted using a combination of purposive (judgmental and quota) and theoretical sampling. In this regard, there were 36 elites in the statistical population of this research. Data analysis was done in three stages open coding, axial coding, and selective coding, and based on that, a qualitative research model was presented. The results of the research led to the extraction of 669 open codes, 160 concepts and 40 categories in the form of a paradigm model include the central category (strategic management of human resources in marketing, culture, improvement and correction, coherent and aligned systems), causal conditions (control of destructive effects), strategies (job satisfaction, commitment, trust, perceived organizational support, motivation, justice, reward, employee participation, loyalty, empowerment, empowerment, green insight into human resources and marketing), the prevailing context (demographic characteristics, psychological characteristics, organizational structure, strategy, organizational culture and supply, technology in use) and finally outcomes (superior performance, organizational citizenship behavior, key work behaviors and production axis, the effects of human resource strategies, environmental thinking and green performance) were presented.

Keywords: *Strategic Management, Human Resource, Marketing, Grounded Theory*

Introduction

Today, due to the speed of changes and the complexity of the markets and rapid developments in the field of information and communication, as well as changes in the interests of consumers, the atmosphere of competition between organizations has intensified. In such an environment, the secret of survival and success of organizations lies in creating, maintaining and sustaining a competitive advantage (Phiri, 2022: 2466). One of the most effective ways to achieve a competitive advantage in the current situation is to make the employees

of organizations more efficient and manage their affairs. Because human resources are the most valuable factor of production and the most important capital and the main source of competitive advantage and the creator of the basic capabilities of any organization. Strategic human resource management with its broad meaning in today's world tries to combine training and development of employees, organizational improvement and career development path so that individuals, groups and organizations grow in an effective way (Methot, 2022: 17).

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The role of Human Resource Management practices are to manage the people within a workplace to achieve the organization's mission and reinforce the culture. When done effectively, HR managers can help recruit new professionals who have skills necessary to further the company's goals as well as aid with the training and development of current employees to meet objectives (Jafari et al., 2021: 266). A company is only as good as its employees, making Human Resource Management a crucial part of maintaining or improving the health of the business. Additionally, Human Resource managers can monitor the state of the job market to help the organization stay competitive. This could include making sure compensation and benefits are fair, events are planned to keep employees from burning out and job roles are adapted based on the market (Mahdavi et al., 2022: 114).

Pioneering economist John R. Commons mentioned "human resource" in his 1893 book *The Distribution of Wealth* but did not elaborate. The expression was used during the 1910s to 1930s to promote the idea that human beings are of worth (as in human dignity); by the early 1950s, it meant people as a means to an end (for employers). Among scholars the first use of the phrase in that sense was in a 1958 report by economist E. Wight Bakke (Podolsky & Hackett, 2023: 1660-1661).

In regard to how individuals respond to the changes in a labor market, the following must be understood:

- **Skills and qualifications:** as industries move from manual to more managerial professions so does the need for more highly skilled staff. If the market is "tight" (i.e. not enough staff for the jobs), employers must compete for employees by offering financial rewards, community investment, etc;
- **Geographical spread:** how far is the job from the individual? The distance to travel to work should be in line with remuneration, and the transportation and

infrastructure of the area also influence who applies for a position;

- **Occupational structure:** the norms and values of the different careers within an organization. Mahoney 1989 developed 3 different types of occupational structure, namely, craft (loyalty to the profession), organization career path (promotion through the firm), and unstructured (lower/unskilled workers who work when needed);
- **Generational difference:** different age categories of employees have certain characteristics, for example, their behavior and their expectations of the organization (Krachler, 2023: 614-615).

On the other hand, one of the vital needs of most companies to achieve growth and development is marketing (Fisk, 2023:173) and while empirical research on the characteristics of the marketing department has been conducted at least since 1957 (Allen, 2023:30), but the continuation of rapid changes in the market, technology and the strategy makes the study of the factors related to the marketing department still important. The various factors of the marketing sector that have been studied include marketing strategy (Koster, 2022), structure (Mirmoeini et al., 2022), culture (Martin, 2023), strategy creation and implementation systems (Mgwenya, 2023) and processes and capabilities (Volkov & Cherre, 2023). However, the organizational and strategic point that has been largely ignored is the role of human resource management policies for marketing managers. Therefore, in this research, we examine the factors affecting the behavior of human resources in the marketing department and human resource management policies and its relationship with the strategies of this department in order to identify the factors that are related to the superior performance of this department.

Therefore, according to this introduction, this research presents the model of strategic management of human resources in the marketing department based on the grounded

theory. In this regard, the research questions are raised as follows:

The main question: How is a model of strategic management of human resources in the marketing department?

Sub question: What are the causal, contextual, intervening, strategic, and central and consequences factors in the model of strategic management of human resources in the marketing sector?

Literature Review

Strategic human resource management is an approach to develop and implement human resource strategies that are integrated with business strategies and help the organization to achieve its goals. Basically, strategic human resource management is a

concept that refers to how the integration or fit between human resource management and business strategies, the benefits of using a long-term perspective on the human resource perspective and how to achieve it, and how to develop and implement integrated strategies and Refers to support for HR strategies. It is also, about how HR managers develop a strategic approach to HR's day-to-day tasks. In other words, as part of the management team, they ensure that HR activities consistently support the achievement of business strategies and bring added value (Santos, 2023: 234-235). Table (1) shows the theoretical approaches of strategic human resources management, which is the basis for the classification of strategic human resources management models.

Table 1.

Theoretical approaches to strategic human resource management (Source: Pankaj, 2022: 83)

Approaches	Dissection
Universal	Strategic human resource management is the process of changing traditional human resource practices to a limited set of correct human resource practices and policies.
Suitability or contingency	Strategic human resource management involves aligning specific human resource practices with the overall strategy of an organization.
Resource oriented	Strategic human resource management achieves organizational success by developing organizational capabilities to acquire, develop, create and retain qualified employees.
Configure/categorize methods	Different sets of HR practices can improve the performance of an organization.

Human resource management in the marketing department

The characteristics of the marketing department have been the focus of considerable research over the past three decades. These characteristics include structure, culture, processes, influence and leadership in the marketing department (Chang- Howe, 2019: 23). However, little attention has been paid to human resource management policies for marketing personnel. These policies, when implemented correctly, are among the strongest motivating factors for appropriate individual and organizational behavior (O'Neill & Thornthwaite, 2023: 1479-1481). Previous studies have shown that the use of human resource policies for marketing department managers (i.e., selection,

training, evaluation, and compensation) varies significantly between companies. Companies whose business and marketing strategies are aligned (have a fit) score much stronger in relation to overall firm performance than companies whose business and marketing strategies are not aligned (don't fit) (Bergeron, 2023). Jieyu & Yating (2023) examined the strategic alignment between relationship marketing and human resource activities in the financial services industry based on the belief that service companies should focus more on customer relationships than manufacturing companies, and thus relationship management based on processes. Put tactical marketing and strategic cooperation philosophy. The success of marketing largely depends on the company's management of external

(customers) and internal (frontline service providers) people. Very good marketing is based on service delivery, service delivery is based on service providers, and the quality and ability of service providers is a function of human resource management. In short, the successful implementation of marketing requires the successful implementation of human resource strategy and operational tactics. They concluded that in order to provide quality services to customers, organizations need quality people and that these people are hired, developed and maintained by the human resources department. As a result, it is necessary to coordinate the human resources and marketing departments.

Although various researches support the view that human resource management has the potential to improve marketing work, but the factors presented by these researches are broad in nature and, in general, they have not advanced to the level of human resource management policies. Human resource management policies "include the works and activities necessary for the effective management of the company's human resources, and the main goal of these activities has traditionally been to attract, retain and encourage employees."

-Lorenzo Wash (2023) in an article with title: "Strategy and competencies for future-ready business and HR business partners: A conceptual analysis" argued that the conceptual analysis of strategic HRM has led to understanding the dynamics of four key factors that are HR's interaction with business operations, HR's strategic contribution, responsibilities, and roles for HRBPs, and competency development for today's HRBPs. After analyzing each of the factors, practical implications are addressed through results and discussions, and conclusions will emphasize the overall importance of an effective HRM and business strategy.

-Rodgers et al., (2023) in a research with title: "An artificial intelligence algorithmic approach to ethical decision-making in human resource management processes"

concluded that the use of algorithmic ethical positions in the adoption of AI for better HRM outcomes in terms of intelligibility and accountability of AI-generated HRM decision-making, which is often underexplored in existing research, and we propose their key role in HRM strategy selection.

-Adula et al., (2023) in an article with title: "Systematic Literature Review on Human Resource Management Effect on Organization Performance" dedicated the necessity for human resource management managers to implement cutting-edge strategies for faculty and staff empowerment so they may traverse the fast-changing environment and perform to their full potential against the odds. To engage stakeholders in amicably avoiding recalcitrance, a conceptual qualitative framework is established and recommended for the functionalism of tailored human resource management. This approach can help managers of human resources find opportunities during this crisis and help them come to significant conclusions about how to address issues and create a positive culture.

-MirFakhar et al., (2023) in research with title: "How can CEOs influence HRM implementation? Unfolding top management's role in HRM" concluded that the study inductively develops a model that describes different types of CEO direct and indirect influence, unfolding the generic label of CEO 'support' into a wide catalogue of actions, and identifying further behaviours other than support. The results also challenge some established ideas, such as the view of CEOs' HRM role solely as strategic decision makers, or that CEO influence necessarily involves overt action. Finally, our findings open several avenues for future research on a relevant and, so far, underdeveloped topic.

-Irfan et al., (2023) in an article with title: "Human resource development and organisational performance: Evidence from Pakistan" dedicated Organisational performance has a positive association with all the independent factors studied in this article: resourcing, training and development,

employees' abilities, employee attitudes, employee behaviour and the organisational context. In addition, the outcomes of this research support the idea that human resource development methods might have a favourable influence on manufacturing business performance. There is no direct correlation between resourcing and organisational performance, although training and development activities are favourably connected with it.

-Michael et al., (2023) in research with title: "The role of human resources practices and branding in the hotel industry in Dubai" concluded that HR practices are classified within employer branding and internal branding and directed toward hotel and destination brand image enhancement. This study offers destination managers with HR practices that contribute to enhancing the hotel and the destination brand.

The most important innovations of this article include the following:

- Examining the role of human resources management policies in the marketing sector;
- The most important strategies for improving human resource management in the marketing sector;
- The most important consequences of improving human resources management in the marketing sector;
- Designing a model of strategic management of human resources in the marketing department based on grounded theory.

Research Methodology

The present research has been carried out in the framework of qualitative approach and by applying the data theory of the foundation. The desired data was collected by semi-structured interviews. The statistical population includes managers of the marketing and human resources departments and experts and experts (people who are one level lower than department managers and are in charge of different parts of marketing such as market research, sales engineering, etc.) in companies active in The production

department as well as university professors are in the field of management. The sampling method was a combination of targeted (judgmental and quota) and theoretical sampling. In this way, first, a number of experts were selected in a targeted way and according to their level of awareness, and interviews were conducted. Then, based on the data collected in the interviews and according to the theoretical gaps that were felt in the data collection process, the next participants were selected and the interviews continued. The theoretical saturation criterion was used to determine the sample size and a total of 36 interviews were conducted in 14 manufacturing companies in order to finally achieve theoretical adequacy along with document content analysis. Atlas.ti software was used to analyze the data obtained from the interviews and coding.

In order to evaluate researches based on grounded theory, instead of validity and reliability criteria, acceptability criteria have been proposed. Acceptability means the extent to which the research findings are reliable and believable in reflecting the experiences of participants, researchers and readers regarding the phenomenon under study. 5 indicators have been used for the acceptance criterion in this research to improve scientific accuracy, validity and reliability. The audit strategies used are the sensitivity of the researcher, the coherence of the methodology, fitting the sample, repeating a finding and using the feedback of informants.

The statistical population of the qualitative part included 36 experts of human resources management and marketing and the demographic characteristics of the interviewees were as follows:

Table 2.
Demographic characteristics of the interviewees (Gender)

Variable (Gender)	Abundance	Percent
Male	28	77%
Female	8	33%

Table 3.
Demographic characteristics of the interviewees (Age)

Variable (Age)	Abundance	Percent
41-50	12	33%
51-60	18	50%
61 and more	6	17%

Table 4.
Demographic characteristics of the interviewees (Education)

Variable (Education)	Abundance	Percent
MA	12	33%
Ph.D	24	67%

Findings

Data analysis in this research was done based on Strauss & Corbin method (1990). This method includes three stages of open coding, axial coding and selective coding.

A) Open coding: Open coding is a part of the analysis that is done by carefully analyzing the data, naming and classifying the data. These codes often refer to a single topic, and the researcher, in assigning codes to the text, either used a specific word that was used in the sentences of the interviewee, in which case it is also called a live code, or according to Your own perception of the

sentences expressed, assign a code to it, or that the sentences expressed are a confirmation of the matter that has already been mentioned in the review of the past research, in which case, by using that research, the appropriate code for That part is used (Moghgar and Sadeghi Moghadam, 2018). The main unit of analysis at this stage were concepts. In this coding process, 669 open codes and 160 concepts were identified.

b) Axial coding: In axial coding, concepts are placed together based on commonalities or synonyms. In other words, the primary codes and categories created in open coding are compared with each other and while merging the codes that are conceptually similar to each other, the categories that are related to each other are placed around a common axis. In fact, at this stage, the dimensions of the coding paradigm are formed and it includes six categories, central category, causal conditions, intervening conditions, governing context conditions, strategies and consequences. In this stage of coding, the number of 160 concepts identified in the open coding stage was determined in the form of 40 sub-categories and 6 main categories. Table 5 shows the concepts and categories identified in different stages of coding.

Table 5.
Identified concepts and components

The main category	Subcategories	Concepts
	Control of harmful effects	Delay
		Absence
		Quit job
		Disobedience
		Laziness and disorder
		Lack of cooperation
		Development of communication strategies
Strategic human resources and market competition		Development of innovation and creativity strategies
		Development of entrepreneurial capabilities
		Psychological aspect
Job Type		Social aspect
		Technical aspect of work
		Physiological and physical aspect
		Economic reality
Causal conditions		The importance of work
		Advantage
		Purposefulness
		Strategic imperative
		Priority dimensions

The main category	Subcategories	Concepts
Contextual conditions	Value addition	Pressure control
		Earn knowledge
		Service
		Establishment of human resources measures
	Keeping customers	Guarantee of professionalism
		Creating the necessary resources
		Customer-oriented changes
		Culture and leadership
	Value of market and organization	Continuous training
		Evaluation plan
		Goals
		Deliver value
	Demographic profile	Human resource requirements for market strategies
		Age
		Gender
		Marital status
	Psychological characteristics	Employment
		Personality states
		Self Confidence
	Organizational Structure	Self-esteem
Life stage of the organization		
Technology and type of profession		
The thinking that governs the organization		
Dimensions and size		
Organizational environment		
Strategy and macro goals		
Strategy	Target audience	
	Channel science	
	Effectiveness	
Organizational culture and supply	Gathering the necessary materials	
	Getting used to work	
	Compatibility	
Technology in use	Adaptability	
	Prophecy	
	Attributes	
Intervening conditions	Social and organizational values	Applications
	Beneficiaries	Culture
		Customs
		Respect and dignity
	Place and position	Trust and honesty
		Commitment and responsibility
		Supporting stakeholders
	Power and influence	Marginal stakeholders
		Non-Supporting Beneficiaries
		Environmental conditions
Incompatibility of human resources system for marketing	Placement	
	Position	
	Retention and reluctance	
Contextual conditions	Risk	
	Cost	
	Recruitment	
	Education	
	Green strategy	
Strategic management of human resources in the marketing department	Interference between work and personal life	
	Reward/compensation	

The main category	Subcategories	Concepts
Strategy	Culture	Maintain and develop
		Motivation
		End of cooperation
		Corporate Culture
	Improvement and modification	Employee culture
		Customer culture
		Market culture
	Coherent and parallel systems	Reinforcementism
		Educationalism
	Job Satisfaction	Stress management
		Empowerment and opportunity creation
		Integration of thoughts and strategies
		Promotion opportunities
	Commitment	Salary and benefits
		Nature
		The view of colleagues
	Trust	Superior view
		Emotional commitment
		Continuous commitment
	Realized organizational support	Normative
		Relationship
		Existential security
		Interpersonal trust
	Motivation	Social trust
		Institutional trust
		Encouraging
	Justice	Development
		Satisfaction
Commitment to the goal		
Goal orientation		
Reward	Motivation in action	
	The need to grow	
	Role playing	
Employee participation	People's perceptions of process results	
	Fairness of tools	
	The behavior of managers and controlling agents	
	Reward strategies	
Loyalty	Intrinsic reward	
	Extrinsic reward	
	Friendly cooperation	
Reinforcementism	Interorganizational communication	
	Participation in decision making	
	Loyalty of human resources towards the organization and the market	
	Security and education	
Empowerment	Social participation and justice	
	Job suitability and proportional salary	
	The position of the organization	
Relations management	Focus goals	
	Seminar	
	Cultural alignment	
	Purposefulness and improvement	

The main category	Subcategories	Concepts
Consequences	Green insight into human resources and marketing	Changing the composition of the workforce
		Changing labor values
		Changing expectations
		Green internal marketing
		Green employer brand
	Superior performance	Financial performance
		Non-financial performance
	Organizational citizenship behavior	Prosocial behaviors
		Virtue of citizenship
		Chivalry
		Spontaneous behaviors
		Organizational obedience
		Organizational loyalty
		Organizational participation
	Key work behaviors and production-oriented productive behavior	Extra-role behaviors
		Creativity and innovation
		Maintenance thinking
		Correct use
		Appropriate actions
Organizational effects		
Social effects		
Individual effects		
Pollution control		
Renewable		
The effects of human resource strategies	Healthy thinking	
	Green thinking	
	Biological management	
Environmental thinking	Creating a green human resource	
Green performance		

c) Selective coding: In open and central coding, the paradigmatic model of strategic management of human resources in marketing was developed. A model that includes causal conditions, main phenomenon, contextual conditions, intervening conditions, strategies and consequences. Selective coding uses the results of the previous steps of coding, selects the main category and connects it to other categories in a systematic way, validates the connections, and develops the categories that need further refinement and development. Selective coding based on the pattern Identified relationships between categories and subcategories begin in open and axial coding. The selective coding steps are:

1. *Explanation of the main line of the story:* In order to achieve the desired integrity, it is necessary for the researcher to adjust the main line of the subject and commit himself to it. Storyline is the conceptualization of the story about which the study is conducted. To determine the storyline, data are reviewed by

going back and forth between open, axial, and selective coding.

2. *Connecting the sub-categories around the main category:* In order for the categories and sub-categories to fit the story line sufficiently, we re-order the categories based on the story line so that they create the components of the paradigm model in a better way.

3. *Validate the relationships with the data:* To validate the relationships between the categories in the paradigm model, the data, coding, and notes are carefully reviewed and compared with the final design to ensure that this theoretical design can explain the observed factors.

4. *Filling the gap between categories:* In the grounded theory, we should achieve conceptual compactness and coherence in the theory and add conceptual features to it as much as possible (Strauss & Corbin, 1990). It should be noted that in practice these steps must not be followed in the order mentioned and they are not completely evident in

practice. In fact, the researcher is constantly going back and forth between them. Considering that in the interview stage, it was tried to formulate the interview questions based on the paradigm model, so the participants expressed their opinions about the components of the model specifically and based on they presented 6 dimensions of the model. However, with the analysis and back and forth that took place, adjustments were made in the initial answers of these people. Therefore, the story line and criteria for selecting concepts in each dimension of the model are as follows.

1. The story line: In this model, the causal conditions are the encouraging or binding factors for the use of strategic human resource management measures and methods in the marketing of manufacturing companies. Based on this, it is clear that due to the importance of the identified factors, manufacturing companies are forced to consider marketing perspectives in formulating strategic human resources management measures. Therefore, the causal conditions have a causal effect on the main phenomenon in terms of time precedence as well as binding conditions. Contextual conditions, intra-organizational and extra-organizational facilities and features for the implementation of strategic management of human resources in marketing. In order to achieve success in the implementation of strategic management of human resources in marketing, or in other words, in formulating strategies in this field, attention should be

paid to these factors. The main phenomenon is the strategic management of human resources in marketing, which was considered as the main question of this research, which examines the existence of a comprehensive model. Strategies are the main actions and activities that can be used in the implementation of strategic management of human resources in the marketing of manufacturing companies. The consequences, results and consequences are expected from the implementation of strategic management of human resources in marketing. Expected consequences that can be earned by production companies. After preparing a paradigm model to increase the credibility of the model, this model was provided to experts who were familiar with the strategic management of human resources in the field of marketing of manufacturing companies in the country and were also familiar with the data theory of the foundation. These people gave their opinions about the compilation process and the final model. Only a few suggested corrections were presented, and the comments were applied in the back and forth process.

2. Model framework: Because the grounded theory was used using the Strauss and Corbin method. Therefore, the desired framework includes the following components:

Causal conditions, main phenomenon, contextual conditions, intervening conditions, strategies and consequences of strategic management of human resources in the marketing sector.

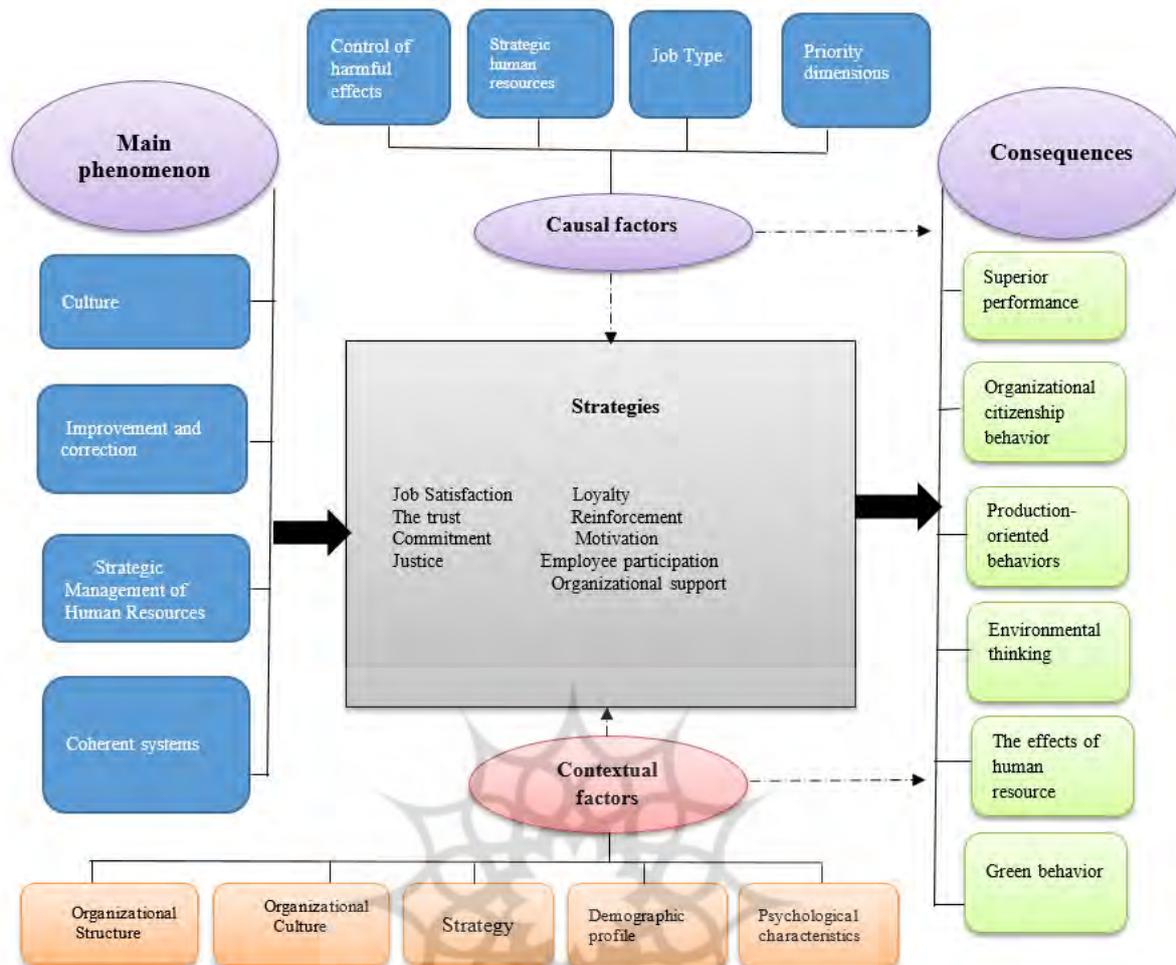


Figure 1. The strategic management model of human resources in the marketing department

The identified framework for providing the strategic human resources management model in the marketing department based on the grounded theory is as follows:

1. Causal factors: In the causal factors section, six categories of destructive effects control, strategic human resources and market competition, job type, priority dimensions, value addition and customer retention were identified. Considering the importance of human resources, the loss of this precious resource will cost a lot of damage to any company. On the other hand, with the prevailing complexities in the competition between companies, maintaining and improving human capital is very important; therefore, human capital planning, resource allocation, training and development of human capital in strategic

and systematic ways are the main axis of organizations' movement towards long-term plans. Ignoring these factors leads to the waste of high costs of organizations, lengthening of work processes, dissatisfaction of employees and operational core with the way of providing services and ultimately reducing the effectiveness and efficiency of the activities of employees and the organization (Tabibi et al., 2019); Therefore, giving importance to the value system of organization and market management, the necessity of developing human resource strategies and survival in the competition should be considered as important factors for the officials and managers of manufacturing companies. On the other hand, today, preparing competent organizational resources in the marketing

sector is considered very important, because the competition between companies has become very close and complicated, and the continuation of the road implies having superior advantages by companies, which are provided by expert and creative human resources. It becomes possible. One of the effective roles of strategic management of human resources in the field of marketing is the formulation of innovation and creativity strategies, which has a direct impact on the competitiveness and competitiveness of the organization, different policies against competitors' actions, increasing sales and reducing competitive production costs. In this regard, the existence of communication strategies, the level of organization and market readiness, the synergy of common values and suitable and safe infrastructures make it possible for manufacturing companies, which should be taken into consideration by the managers of these companies. Also, examining the type of job from psychological, social, technical, physical and economic aspects. Paying attention to these aspects will lead to the creation of self-awareness, job satisfaction, intellectual reaction to activities, attention to social classes, being responsible, learning new skills and expertise, improving the mental and physical characteristics of employees, and improving the way the company is run by employees. From another point of view, managers of manufacturing companies should pay more attention to the ability to expand knowledge, continuous training of employees, new customer-oriented orientations, providing distinct values and focusing on key priorities, because improving the level of customer-oriented culture, globalization and being technology-oriented, ease of communication with customers. It will ensure the growth of trust and cultural cohesion between employees and customers of companies. The findings of this part of the article are in line with the findings of Michael et al., (2023), Rodgers et al., (2023) and MirFakhar et al., (2023) researches.

2. Main phenomenon: In the core conditions section, four categories of strategic human resources management were identified in marketing, culture, improvement and reform, coherent and aligned systems. In the category of strategic management of human resources in the marketing department, the concepts of recruitment, training, green strategic orientation, interference between work and personal life, reward/compensation, retention and development, motivation and termination of cooperation were identified, which can play a major role in the development process of the examined model. Paying attention to this important category has important results such as the efficiency of the selection system, risk orientation, providing training programs, the possibility of surveying customers, coordinating training processes with customer issues, moving towards the green market, hiring and training green employees, familiarizing customers with green measures, Coordination and non-interference of work and personal life problems, more accurate performance management and evaluation, merit-based rewards, career planning and work management, integration of human resources strategies with marketing department strategies, feeling of usefulness by employees, commitment, empathy and sense of belonging, atmosphere. Integral idealism will lead to perceived justice, joy and euphoria, which can be very important to the policies and decisions of manufacturing companies. Culture was identified as four (the culture of the organization, employees, customers and market). The attention of managers of manufacturing companies to this category leads to the creation of high social commitment, belief in the organization's values, proper management of quality, competent competitive culture, having a work conscience, healthy cooperation, valuing people's personality, speeding up the customer's work process, doing cultural marketing, Correct ethnography becomes a more accurate awareness of social and cultural tensions; Therefore, the culture

factor plays a very prominent role in the policy making of the strategic human resources management model in the marketing department. Paying attention to improvement factors and having coherent systems, identifying the categories of reinforcement, education, stress management, empowerment, opportunity creation and integration of thoughts and strategies makes possible and the importance and Paying attention to these topics leads to detailed analysis and examination of gaps and problems, correct examination of priorities in the coming problems, enjoyment of training, transformation of employees and customers into altruistic citizens, organized training, having proper planning, managing pressures, managing Time, having the power to delegate authority, employee participation, increasing knowledge and awareness of employees, professional development of employees, increasing responsibility in decision-making, self-management and pioneering, integration of individual and organizational thoughts, alignment of individual performance in line with organizational performance, appropriateness of business strategy and marketing strategy becomes. The findings of this part of the article are in line with the findings of Irfan et al., (2023), Lorenzo Wash (2023) and Rodgers et al., (2023) researches.

3. Interveners factors: Intervening factors also play a major role in formulating strategies and implementing the model of strategic management of human resources in marketing. In the investigation of intervening factors, the categories of social and organizational values, beneficiaries, place and position, power and influence and incompatibility of the human resources system for marketing were identified. Among these categories, there are various dimensions such as culture, customs, respect and dignity, trust and honesty, commitment and responsibility, supporting stakeholders, marginal stakeholders, non-supporting stakeholders, environmental conditions, location, position, distribution channels, economic vision and coping. With

competitors, they play an important role in providing the model of strategic management of human resources in the marketing sector. The noteworthy point among the intervening factors is the identification of the incompatibility factors of the human resources system for marketing, which will cause limitations in the development of the research model because of its lack of control, the desire to maintain the previous state, strong resistance to market changes, the provision of a complex organizational structure, and the lack of entrepreneurial power. Lack of ability, lack of influence in the market, increased probability of failure, uncertainty in the results that will be obtained, harsh reaction of competitors, high costs and time-consuming. If the managers of manufacturing companies consider this as an important opportunity and enable adaptability and, in fact, the opposite of these consequences, the power of companies will improve in various areas such as penetration in different market segments, success, cost reduction, and flexibility against changes. The findings of this part of the article are in line with the findings of Irfan et al., (2023) and Michael et al., (2023) researches.

4. Contextual factors: Regarding the Contextual factors, six important categories of demographic characteristics, psychological characteristics, organizational structure, and strategy, technology in use, organizational culture and supply were identified. Among these categories are important concepts such as personality states, self-confidence, self-esteem, life stage of the organization, technology and type of profession, thinking governing the organization, dimensions and size, organization environment, strategy and macro goals, target audience, channel knowledge, effectiveness, gathering the necessary materials. , getting used to work, adaptability, adaptability, mission, features and applications were extracted. Paying attention to these concepts in presenting the model of strategic management of human resources in marketing to the perception of extroversion and introversion, compromise

and control of emotions, focusing on one's strengths, taking the lead in doing things, kindness and humility, continuous learning, extraordinary planning, rapid growth and evolution compliance with standards, being in sync with technology, proportionality of responsibility and authority, promotion and disclosure of different beliefs and cultures, flexibility and adaptability of goals and plans, analysis and foresight of ideas and thoughts, deep understanding of target customers, accurate information from customers, study of behavior and Attitude of customers, compatibility of interests, comprehensive focus on goals, use of different methods, combination of media to convey messages, optimal use of viral marketing, having first-hand information and data, formation of human resources teams, continuous measurement of processes, involving employees in programs, facilitating The purchase process for customers, providing complete information about products, team building and development of capabilities, creating fundamental values, creating agreement and coherence, creating effective changes, customer orientation and strategic orientation, purposefulness and purposefulness, ease of use and compatibility of technology with the organization, having the possibility of experimenting and Communicability, tangible results and improvement of competitive advantage lead to the fact that managers of manufacturing companies should support and pay more attention to these factors in their human resource policies for marketing. The findings of this part of the article are in line with the findings of Adula et al., (2023), Lorenzo Wash (2023) and MirFakhar et al., (2023) researches.

5. Strategies: In the important category of strategies, important factors such as job satisfaction, commitment, trust, perceived organizational support, motivation, justice, reward, employee participation, loyalty, empowerment, empowerment, green vision of human resources and marketing were identified, which in creating Effective

strategies play an important role in providing the strategic management model of human resources in marketing. From the influence of these factors, the dimensions of promotion opportunities, rights and benefits, nature, view of colleagues, view of superiors, emotional commitment, continuous commitment, normative commitment, communication, existential security, interpersonal trust, social trust, institutional trust, morale, development, satisfaction, role-playing, motivation in action, commitment to the goal, orientation to the goal, need for growth, people's perceptions of the results of the processes, the degree of fairness of the tools, the behavior of managers and controlling agents, reward strategies, internal reward, external reward, friendly cooperation, inter-organizational communication Participation in decision-making, loyalty of human resources to the organization and the market, security and education, social participation and justice, job suitability and proportional rights, organization's position, focus on goals, like-mindedness, cultural alignment, purposefulness and improvement, self-awareness, self-management, social awareness. , relationship management, changing the composition of the workforce, changing the values of the workforce, changing expectations, green internal marketing, and the green employer brand were identified, each of which has a strategic role in presenting the current research model. The findings of this part of the article are in line with the findings of Michael et al., (2023), Adula et al., (2023), Rodgers et al., (2023), Irfan et al., (2023) and MirFakhar et al., (2023) researches.

6. Consequences: In the consequences section, the categories of superior performance, organizational citizenship behavior, and key and production-oriented work behaviors, effects of human resource strategies, environmental thinking and green performance were identified. By focusing on the mentioned dimensions, the managers of manufacturing companies can increase their financial strength, have a flexible company,

strengthen morale, continuous internal motivation among employees, develop strategic capabilities (creating a strategic fit between resources and opportunities), reduce Environmental harms, reducing diseases by training people and correct use, creating a culture of purchase and correct use, growth of superior human capital, support of top managers, promoting the use of recyclable products, raising standards with better effectiveness and efficiency, training green human activities, Recruiting and managing green talent. According to Zhou & Zheng (2023), HR is considered a powerful way to integrate employees with new initiatives, and it is possible for companies to align HR practices with their environmental goals, thereby giving them Help in moving towards environmental sustainability. On the other hand, green programs support human resources in improving social responsibility among employees; therefore, human resource management plays an important role in developing and strengthening social performance.

Conclusion

HR Marketing is a new type of HR that indicates that your company is the "best place to work," resulting in a strong brand. Marketing may be used to acquire new customers, increase customer loyalty, and create the ideal mental picture of the firm in the minds of customers. At the same time, it may be used to recruit new human resources, increase employee loyalty, retain top talent, and create the necessary mental image of the organisation in the minds of human resources and job seekers. The target audience for these two marketing uses differs. The first application is for engaging with customers and establishing a good reputation with them. The second purpose is to communicate with and develop a positive reputation with the organisation's human resources and future candidates. The second use of marketing is based on seeing human resources as a target market that necessitates attention to understanding their demands in order to serve them and put tactics in place to

increase their loyalty this is a point of view that aids in the completion of duties in the field of human resources. In other words, your work in human resources and marketing are comparable in that both are concerned with economic considerations as well as a person's psychological state. As a result, human resources marketing may be defined as the use of marketing to manage human resources inside a business. In fact HR marketing aims to create a powerful and positive candidate experience. This is achieved through the combination of target group-specific content (employer branding content) and a recruiting marketing strategy. These two components enable companies to build and maintain relationships with their candidates. With this method, companies can reach active as well as passive candidates and excite them about the company. The ultimate goal is to increase reach within the desired target group.

The purpose of strategic management of human resources in companies is to help employees to meet needs and also advance goals. Human resource management is related to the business aspects related to employees, which can be expressed in the topics of training, benefits, and hiring, firing, and organizational issues. Also, the human resources unit deals with issues related to holidays, leave, health care information and work incentives. As a result, the human resources of any organization as an important capital is the main concern of the strategic management of human resources. This unit focuses on long-term staffing issues and creating an organizational structure for times of change such as mergers, recessions and ownership changes. This management attaches great importance to improving organizational ethics and the impact of the company's business decisions on society. The necessity of strategic human resources management is that no organization can ignore the importance of its human resources. Considering this, organizations should develop a suitable program in this field. This unit should guide the human force in the direction of increasing productivity with the

help of correct and accurate programs. Human resource strategy creates a good relationship between the company and the employees. In addition, it can lead to the improvement of the organization's activity despite the fact that it brings mutual benefit for itself and the society. On the other hand, by implementing strategic management of human resources in marketing, these measures can be developed.

In general, many of the tasks of the marketing manager are to control, analyze and analyze the needs, demands of customers, opportunities and threats caused by competitors' activities and changes in the external and internal environment; Therefore, due to the fact that such factors should be considered at all levels of strategy, human resource managers for marketing often play a major role in cultivating elite human resources and providing information to influence the design of corporate and business strategies. Therefore, presenting the model of strategic management of human resources in the marketing of manufacturing companies provides the basis for carrying out correct and accurate measures of human resources for the marketing of companies, and this model can be one of the comprehensive and effective models in the policy making of manufacturing companies in the field of human resources strategy for the marketing of manufacturing companies. In the complex competition that governs today's societies.

Suggestions

According to the obtained results and the extracted research model, the following practical suggestions are presented:

- Continuous systems of environmental surveys to promote human resources strategies in marketing;
- The possibility of continuing long-term relationships with existing customers and communicating with new customers;
- Establishing a supportive atmosphere in the company for human resources;

- Changing traditional views and moving towards human power empowerment;
- Human resources supply chain integration as value chain development;
- Planning to control the incompatibility of the human resources system in the marketing department;
- Creating a suitable platform for human resource actions for marketing;
- Providing the possibility of producing productive work behaviors to provide appropriate services to customers;
- Having green human resource policies for marketing.

Also, considering the limitations of the research, such as the dispersion of resources, the limited nature of the documents and documents of the organizations, and the way managers and members of the statistical community cooperate due to the busy schedule, it is suggested that the results be quantified in the future research in line with the extracted model. Considering that the statistical population of the research has only focused on manufacturing companies and conducting these researches in line with the extractive model in other organizations and institutions will affect the effectiveness of this model.

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