Identifying and prioritizing factors affecting human resources marketing in the Gachsaran oil and gas exploitation company

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(Communicated by Ali Ebadian)

Abstract

This study identifies and prioritizes human resources marketing factors at Gachsaran Oil and Gas Exploitation Company. Using a mixed-methods approach, qualitative content analysis and quantitative AHP were applied. The expert sample included 15 experienced professionals and academics. Six main factors were identified: individual factors, customers, business infrastructure, HR functions, HR policies, and HR marketing strategies. HR functions ranked first (0.453), followed by individual factors (0.229) and customers (0.111). HR policies (0.080), business infrastructure (0.068), and HR marketing strategies (0.061) followed. Thus, HR functions are the most influential factor in HR marketing for the company.

1 Introduction

Today, the success of any company in the market largely depends on the level of professionalism and the technical and social skills of its employees. Given the phenomenon of globalization, special attention is needed to address the problem of a shortage of qualified labor in national markets. In such conditions, national companies lose the 'war for talent' to their global competitors. Part of this may be because global companies usually enter national markets with the appeal of being an already established employer. In other words, in local labor markets, companies with a 'global origin' struggle less than their 'national origin' competitors to attract and retain the best talent. In such tougher conditions, national companies need to take a closer look at the issue of long-term employee retention and attraction in the labor market. Every company must ensure that its attractiveness as an employer is strong enough both domestically and internationally. Firstly, this helps to retain top talents who possess a set of skills. Secondly, significantly reducing the costs of recruiting new employees and simultaneously decreasing employee turnover will play a critical role. One possible way to solve this problem is by implementing personnel marketing within companies. Previous research has shown that human resources marketing is a managerial activity of a company aimed at simultaneously meeting its needs for essential personnel and the identified needs of existing and potential employees through their retention (or attraction) via a set of measures to ensure the attractiveness of positions/jobs, payments/rewards, etc. The main goal of human resources marketing activities is to enhance the company's attractiveness as an employer. To create and

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maintain a presence in the labor market, having a strategy is crucial. This strategy should consider the expectations and needs of both potential and existing employees, meaning it should have an integrated approach. The importance of adopting this approach when developing a human resources marketing strategy is explained by the fact that the level of attractiveness of a company as an employer is evaluated not only by current personnel but also by former employees and new applicants/volunteers [8]. Some researches have focused on the necessity of conducting market analysis along with organizational capabilities, including research and development in multinational companies. Most topics in human resources marketing have focused on the significant levels of components of human resources operational capabilities. Additionally, the primary focus of marketing research has been on four main areas: pricing, distribution, advertising, and market location. Therefore, research that demonstrates how human resources marketing and its components can lead to improved marketing performance is essential.

The current situation in the Gachsaran Oil and Gas Exploitation Company regarding human resources marketing is as follows. As one of the largest subsidiaries of the National Iranian Oil Company, this company has various departments. The company faces the following challenges in human resources marketing across its different sections: issues related to coordination among newly hired human resources departments in implementing business plans; lack of engagement from the executive department in formulating human resources marketing; failure to develop better financial criteria for evaluating the impact of marketing programs; weaknesses in providing more integrated information about key customers; shifting the focus of marketing to designing company strategies and leading market strategies rather than human resources; facing competitors who offer lower costs and lower quality; and dealing with the growing power and demands of super distributors with knowledgeable human resources. The Gachsaran Oil and Gas Exploitation Company, due to significant changes in technology, structure, and marketing development in its resources, has experienced many changes. The need to keep up with marketing developments has guided the company's employees and officials towards a new advantage known as human resources marketing. Therefore, human resources marketing in this company has faced intense internal competition, and on the theoretical front, accurately and properly explaining issues related to the human resources marketing model can assist company managers in preparing, formulating, and implementing marketing programs. Given the existing issues and problems in the Gachsaran Oil and Gas Exploitation Company, the main question of this research is: What are the factors affecting human resources marketing in the Gachsaran Oil and Gas Exploitation Company, and how are they prioritized?

2 Theoretical foundations

2.1 Human resource marketing

The goal of human resources marketing is to attract future employees and retain the skills within the company. It can be defined as 'a new approach to the employee/company relationship,' which involves considering employees or candidates as customers, in the true sense of the word. Human resources marketing is also defined as a new mindset based on marketing techniques, methods, and principles that are aligned with human resources so that the company and its human resources management can market themselves through their favorable image, retain employees, and improve the company's relationship with the external environment. Companies have moved from merely satisfying unskilled employees to hiring competent individuals to better serve their business needs. This means that these individuals must target the type of workers they need and encourage them to apply within the organization. This approach includes differentiation and segmentation. Human resources marketing is a multifaceted discipline that encompasses three key components: employer branding, recruitment marketing, and internal communications. Employer branding involves showcasing a company's culture, values, and career growth opportunities to current and future employees. Recruitment marketing focuses on creating promotional initiatives to attract skilled individuals who are actively seeking jobs or those who are not yet looking for a new job. Internal communications are the most effective way to enhance employee satisfaction and engagement, keeping them motivated and loyal for a longer period [13].

2.2 Human resource marketing, employer branding and recruitment marketing

Today, marketing is commonly used in human resources. As Bejtkovsky and Copca points out, human resources marketing is a broad concept. It promotes the employer's value proposition both internally and externally, stimulating the loyalty of current employees and the interest of potential candidates. The role of human resources marketing is to help create a positive connection for current employees, candidates, and the community [3]. Therefore, human resources marketing can be applied throughout the entire human resources cycle, both internally and externally, and consists of two main directions - employer branding and recruitment marketing. In such a broad research context, it is important to clarify the definitions, even more, regarding employer branding and recruitment marketing, which are interconnected.

It markets what it offers to potential and current employees. It seems that recruitment marketing overlaps with employer branding, so the difference should be noted. Based on Alashmawy's analysis of the definition of recruitment marketing, it is used at the pre-application stage to engage with and understand the nature of potential employees. The authors refer to the recruitment funnel, which describes the main levels of attracting potential employees that can be covered with successful recruitment marketing approaches to capture more potential employees' attention, provide sufficient information, and stimulate the intent to apply at the consideration stage. This is applicable for increasing employer awareness both as an employer and as a potential workplace, to facilitate and ensure the outcome of consideration for the potential employee, and to create interest in job opportunities [2]. Mashiah points out that recruitment marketing is more like a tool that delivers an effective brand message, while employer branding is a strategic approach where the employer brand is created and maintained. In a way, employer branding produces the content used in recruitment marketing approaches. Therefore, to understand the outcomes of recruitment marketing, we need to discuss employer branding [11].

From this perspective, recruitment marketing is a bridge between the employer brand promise and potential employees. The employer brand creates the content or essence that needs to be presented to both current and potential employees. Therefore, the main focus should be on employer branding as the process of creating and promoting the promise. Employer branding is related to the employer value proposition, or in other words, the values that the employer offers and promises to share with current and potential employees [5].

2.3 Research background

Radmardi and Ebrahimi [12] identified the factors influencing internal marketing on human resources retention in Hormozgan. The research findings indicated that dimensions of internal marketing such as diverse and extensive training, generous rewards, job security, employee empowerment, and reducing class disparities have a significant impact on human resources retention in Hormozgan Customs. Farhang [6] analyzed human resources recruitment considering the necessity and job specializations of employees in the private and public sectors of the municipality. The results show that the most important indicators are field of study, commendations and previous positions, level of education, communication skills with supervisors, and computer proficiency, while the least important indicators are social discipline, positive behavior, and punctuality. Jalali and Azargoun [10] identified and prioritized the factors affecting the success of electronic human resource management. The results showed that the main criteria of the research include individual factors, organizational factors, technological factors, behavioral factors, and environmental factors. The technological factors had the highest weight, while the individual factors had the lowest weight. Aghadavoud et al. [1] identified and prioritized the factors affecting the success of strategic human resource management in the petroleum product distribution companies in Isfahan. The research results showed that the factors affecting strategic human resource management include six themes (qualitative development of human resources, the strategic program implementation team, organizational strategies and tactics, managers' awareness, employee participation, and the application of modern technology in human resources). Managers' awareness was the most influential factor on other factors, and organizational strategies and tactics were the most influenced factors by other factors. Goswami et al. [9] examined the effective role of human resource management policies in marketing organizations and their impact on the implementation of business and marketing strategies. The findings of this study present the impact of human resource management policies on the implementation of business and marketing strategies and identify specific human resource management practices that are associated with better performance outcomes. Human resource management policies improve business growth and deliver quality work to customers by understanding external and internal affairs. Busa and Rutitis [5] analyzed the impact of human resources marketing and how to evaluate human resources marketing. The results showed that recruitment marketing messages can cause bias and encourage individuals to make biased decisions. Bielova et al. [4] examined the role of personnel marketing in shaping the competitive position of an innovative company in the strategic management process. Personnel marketing is defined as a type of managerial activity aimed at the long-term provision of human resources for the organization, forming the necessary strategic potential to achieve its specific target priorities. The compensation policy is defined as a system of external incentives that encourages the employee to achieve results that satisfy both the employee and the company. To enhance the efficiency of personnel marketing, strengthen the competitive position of an innovative company, and improve the overall effectiveness of the company's strategy, a process approach is promoted. This approach includes tasks such as improving quality, increasing efficiency, and creating new opportunities for the development and optimization of the organizational structure of innovative enterprises.

3 Research methodology

The design of the present study is a sequential-exploratory mixed-method approach. This means that initially, a qualitative approach and then a quantitative approach have been used. Accordingly, in the present research, the researcher first moved towards theory creation using an inductive approach and then assessed the explained theory with a deductive approach. In this research, given that the fundamental factors and variables of the study are not specified, the researcher is obliged to identify these dimensions and factors and conduct foundational research. One of the practical methods in qualitative research is content analysis. Content analysis is a method based on which the linguistic features of a spoken or written text can be realistically, objectively, and systematically recognized. In this study, the content analysis method will be used to analyze the data. The main goal of content analyses that are conducted is to answer questions directly related to the items under analysis. In these analyses, specific information is categorized and converted into simple tables. It is worth mentioning that the content analysis method is used for any form of human communication.

In the content analysis method, inductive and deductive approaches are used for categorizing and classifying qualitative data. In the inductive approach, categories and general concepts that represent a summary of similar data are defined and selected based on the collected data, and then these categories are focused on and analyzed. However, in the deductive approach, the main and overarching categories are first defined and specified, and then qualitative data are classified and grouped based on their content and proximity to the defined categories, which can then be analyzed and reviewed. In this research, the inductive approach of content analysis is used. After analyzing the content of the texts obtained from the interviews, the extracted codes were conceptualized into concepts and then into categories. To validate the extracted concepts and categories, in the next stage, the categories were presented in the form of a questionnaire to be used in the fuzzy Delphi technique and were given again to the experts of the research. After obtaining the agreement of the experts, the extracted categories were merged based on their conceptual proximity into the factors affecting human resource marketing in Gachsaran Oil and Gas Production Company, and finally, a model of the factors affecting human resource marketing in Gachsaran Oil and Gas Production Company was visualized. To determine the order of importance of the concepts, categories, and dimensions, the fuzzy hierarchical analysis process was also used.

3.1 Statistical society and sample selection

The sampling method in the first step is purposive sampling. One type of purposive sampling is expert sampling. Expert sampling involves selecting individuals whose experience or expertise in a specific field of study is established. In some situations, expert sampling may be the only useful method to answer questions. Therefore, the criteria for selecting experts in this research include theoretical mastery, practical experience, willingness and ability to participate in the research, and accessibility. These criteria were measured through the six indicators in Table 1. To reach this list of experts, snowball sampling was conducted, resulting in the identification of 20 individuals through the referral of experts by other experts. After filtering and applying the aforementioned criteria, a final list of 15 experts was obtained.

Table 1: The desired criteria for selecting the statistical sample

Row	Criteria	The number of people with this characteristic
1	Completion of graduate studies	15
2	At least 15 years of experience related to the subject under study	13
3	Accessibility (since conducting interviews and completing questionnaires will be done in person)	15
4	Willingness to participate in research	15
5	Sufficient time to be justified about the nature of the research	15
6	Research and authorship experience related to the subject under study	8

Considering these conditions ensures that the researcher selects and interviews suitable and professional individuals. These experts include strategic managers from Gachsaran Oil and Gas Production Company and university professors.

3.2 Data collection tools

This research utilized semi-structured, in-depth face-to-face interviews for the qualitative data collection, while a researcher-created questionnaire was used for the quantitative data collection.

4 Research findings

At this stage, the qualitative part involves reporting and describing the process of collecting, classifying, and analyzing the data obtained from interviews, while in the quantitative part, the data from the distribution and collection of the questionnaires from the research sample was analyzed.

4.1 Findings of descriptive statistics

Demographic statistics related to this research are briefly shown in Table 2:

Table 2: Profile of interviewees

Interviewee	Specialty	Background	Gender	Education
1	Management	Faculty member	Female	Ph.D.
2	Business management	Administrative and human resources manager	Male	Ph.D.
3	Management	Human resources expert	Male	Master
4	Human resources management	Human resources and support specialist	Male	Master
5	Organizational behavior	Faculty member	Female	Ph.D.
6	Human resources management	Manager of administrative affairs	Male	Master
7	Marketing Management	Faculty member	Male	Ph.D.
8	Organizational behavior	Faculty member	Male	Ph.D.
9	Management	Manager	Male	Master
10	Business policy management	Business policy management	Male	Ph.D.
11	Human resources management	Communication and coordination expert	Male	Master
12	Marketing Management	Manager	Male	Master
13	Organizational behavior	Research and human resources expert	Male	Ph.D.
14	Human resources management	Manager	Male	Ph.D.
15	Management	Faculty member	Male	Ph.D.

4.2 Qualitative data analysis of the research

In this stage, the researchers presented, defined, and reviewed concepts for analysis, and then analyzed the data. By defining and reviewing the concepts, the nature of what each concept discusses was clarified, and it was determined which aspects of the data each concept encompasses. In this stage, the researchers ultimately identified six main concepts after iterating among the organizing concepts, which are explicable in the context of the research. Below are the organizing concepts from which the concepts were extracted.

Table 3: Comprehensive concepts of the organizer resulting from the analysis of the interviews

Category	Dimensions	Concepts
Individual factors	Personality characteristics	Innovation and Flexibility in Work; High Self-Confidence; Orderliness and Accuracy; High Motivation and Enthusiasm; Proper Ethics and Honesty; High Risk-Taking Ability; Mental and Physical Health; Commitment; Responsibility and Confidentiality; Patience and High Tolerance Threshold; Kindness and Compassion; Strong Work Ethic
	Physical features	Having a good appearance
	Specialized/professional features	Decision-making ability; analytical skills and creativity; specialized training; relevant field of study
Client components	Strengthening the customer relationship management system	Concentration on Key Customers; Knowledge Creation, Sharing, and Application; Technology-Based Customer Relationship Management; Establishing Connections with Major Oil Companies and All Stakeholders; Strategies for Customer Retention Considering Sanctions; Active and Interactive Customer Engagement Processes; Improving Political Relations with Other Countries
	Feedback from customers	Validation from the Customer's Perspective; Attention to Customer Feedback; Collecting Customer Opinions; Utilizing Positive Feedback from Customers; Strengthening Business Practices Based on Customer Feedback
	Awareness Building	Providing Necessary Information to Segmented Customer Groups; Reducing Time Wasted in Raising Customer Awareness; Increasing Customer Awareness
	Customer needs assessment	Identifying customer needs; assessing customer needs; understanding changing customer needs; accurately receiving customer orders; gaining adequate knowledge of customers

Commercial infrastructure components	Business infrastructure	Data and Information Management; Enterprise Architecture; Employee Skills
	Scientific, electronic, and technological infrastructure	Provision of infrastructure factors such as physical and technological environment; availability of adequate facilities and equipment; development of electronic infrastructure for identifying talented individuals; necessity for updating job knowledge
	Technical infrastructure	Software; Hardware; Networks; Internet Infrastructure; Development of Stable, Up-to-Date, and Reliable IT Infrastructure; Ensuring Safety, Security, and Privacy
	Transportation and communication infrastructure	Ground transportation (using road vehicles such as trucks, tankers, and special vehicles); marine transportation (oil tankers)
Components of human resource management policies	Utilization	Supervising the employment process; implementing work measurement and time studies; determining the correct organizational position for each job based on job task design; job design based on team communication systems and quality circles
	Attraction	Recruitment based on the standard employment process; selection based on meritocracy and centralized selection; recruitment based on lifetime employment for multi-skilled employees; recruitment based on human resources information system
	Maintenance	Compensation and benefits alignment; designing suggestion and complaint systems; designing occupational health and safety systems, disciplinary systems, and insurance and retirement systems; implementing sports and wellness programs, loans, etc.; fairness in compensation based on performance and competency evaluation
	Selection and recruitment	Local Recruitment; Providing a Realistic Image of the Company; Attracting Specialists Familiar with Sustainability Values; Offering Equal Opportunities for Innovation, Creativity, and Value Creation; Level of Expertise and Skills of Human Resources; Responsible, Committed, and Accountable; Work Experience and Technical Knowledge
	Training and promotion	Job talent management; training needs assessment; professional skill development for employees; transfer of creative thinking techniques
	Negotiating salaries and benefits	Requirements for salary and benefits; applicants' salary expectations; applicants' welfare expectations
Human resource marketing strategies	Jobs page	Promoting the organization from the job page of the website; highlighting the best benefits, values, opportunities, and employee testimonials on the job page; using rich media content such as videos and more; using attractive images; designing the entire page with bright colors and advanced technologies
	Development of human resources professional skills	Matching job and employee; precise training needs assessment; welcoming new ideas and encouraging employees; monitoring and evaluating job performance; creating a balance between work and family issues; establishing a logical relationship between employee performance evaluations and their career growth path
	Supporting elites and innovative ideas	Necessity of supporting elites; supporting innovative plans and solutions for employment growth
	Developing a culture of evaluation and paying attention to moral and social responsibilities	Attention to the ethical and social responsibilities of individuals and employees in employment, developing a culture of evaluation such as transparency, accountability, openness to criticism, and responsiveness; establishing social justice; avoiding discrimination among individuals; maintaining a spirit of cooperation and social harmony; institutionalizing respect for human resources; performing tasks based on regulations and administrative procedures.
	Maturity of knowledge	Holding seminars; the necessity of motivating human resources for knowledge maturity; the necessity of a knowledge-based process for knowledge maturity; utilizing creative human resources; the necessity of a database for knowledge maturity; the necessity of training for knowledge maturity; the necessity of culture-building for knowledge maturity.
Components of human resources functions	Personal development skills	Setting and adjusting individual visions, the necessity of adaptability and flexibility, self-assessment, patience and endurance, and working under pressure.
	Academic skills	Specialized capabilities related to fields, research ability, analysis and use of technology
	Business skills	"Communication skills, teamwork, planning, managerial and executive skills
	Management skills and background	Company management expertise and knowledge, marketing knowledge and expertise of managers; decision-making skills; creativity-related skills; planning skills; supervisory and evaluation competencies; educational background of managers; management work experience; years of experience along with understanding of business issues.
	Records and background of employees	Paying attention to employees' records (work and education records); Certificate of clean record

The research results indicated that the model of factors influencing human resource marketing in the Gachsaran Oil and Gas Exploitation Company consists of six categories. The resulting model is presented in Figure 1.
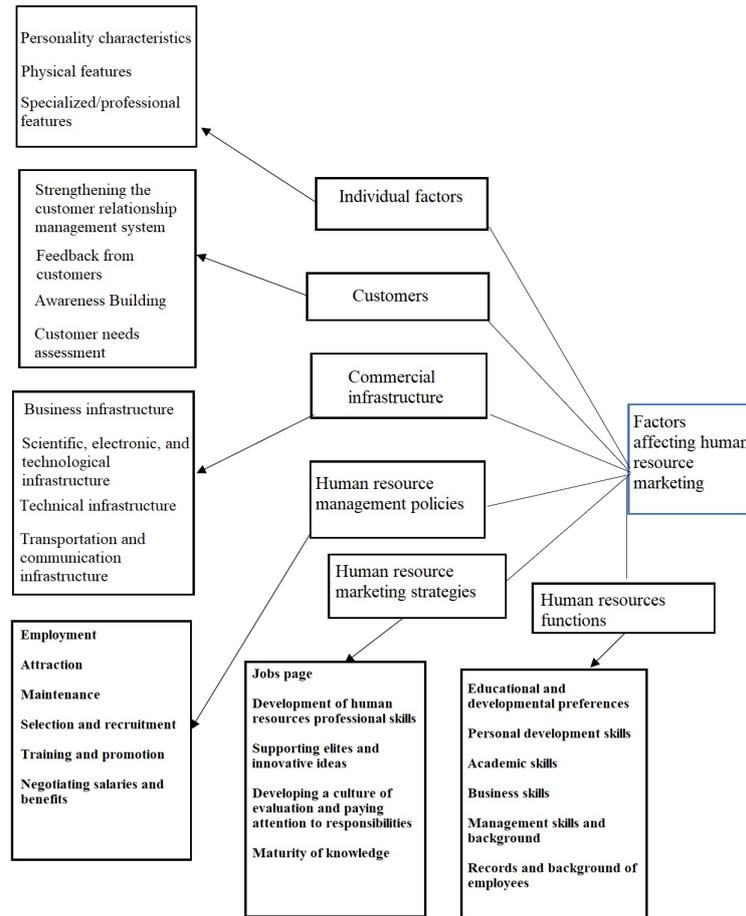
Figure 1: The pattern of factors affecting the marketing of human resources in Gachsaran Oil and Gas Exploitation Company

4.3 Quantitative analysis

4.3.1 Ranking identified indicators using the AHP technique

The Analytic Hierarchy Process (AHP) is a multi-criteria decision-making method that can be used for prioritizing decision options. The main element of this method is to decompose the problem into smaller components so that these smaller components can be compared against each other [7]. To implement the AHP, the following steps are performed: First, a hierarchical tree of the problem, including the goal, criteria, and sub-criteria, is established. Next, a pairwise comparison matrix of the criteria and sub-criteria is prepared and provided to the participants in the study. In the subsequent step, the completed tables are examined for inconsistency rates, and matrices with inconsistency rates higher than 0.1 are returned to the participants for reassessment. Finally, participants' judgments are consolidated using the geometric mean of the individual opinions to obtain the final ranking of the options.

Question 1: What is the order of priority for the categories based on their impact on human resource marketing at the Gachsaran Oil and Gas Production Company?

1. Calculating the inconsistency rate of the pairwise comparison matrix and prioritizing factors
   The Consistency Ratio is a metric that indicates the consistency of comparisons and determines how reliable the priorities derived from group members or composite tables are. Experience has shown that if the Consistency Ratio (C.R) is less than 0.10, the consistency of the comparisons can be accepted. The inconsistency ratio of these pairwise comparisons is 0.01, which, being less than 0.1, indicates acceptable consistency.
2. Pairwise Comparison of Main Criteria Regarding the Goal
   This study includes 6 main categories, and their integrated pairwise comparisons are shown in Table 4. The inconsistency rate of these pairwise comparisons is 0.03, which is less than 0.1, indicating acceptable consistency.

The rankings of the main categories are presented in Table 5 below.

Table 4: Pairwise comparison of the main research categories

	C1	C2	C3	C4	C5	C6
C1		6.9282	4.47214	5.19615	2	7.93725
C2			0.5	1	0.333333	2.44949
C3				1.41421	0.408248	2
C4					0.267261	0.707109
C5						3.16228
C6	Incon: 0.03					

Table 5: Prioritizing the main research criteria based on the research objective

Row	Criterion name	Criterion Weight	Rank
1	Human resources functions	0.453	First
2	Human resource management policies	0.080	Forth
3	Customers	0.111	Third
4	Business infrastructure	0.068	Fifth
5	Individual	0.229	Second
6	Human resource marketing strategies	0.061	Sixth

The results from Table 5 showed that Human Resource Functions, with a weight of 0.453, are in the first rank; Individuals, with a weight of 0.229, are in the second rank; Customers, with a weight of 0.111, are in the third rank; Human Resource Management Policies, with a weight of 0.080, are in the fourth rank; Business Infrastructure, with a weight of 0.068, is in the fifth rank; and finally, Human Resource Marketing Strategies, with a weight of 0.061, are in the sixth rank.

Question 2: How are the dimensions prioritized in terms of their impact on human resource marketing at the Gachsaran Oil and Gas Exploitation Company?

The results related to the weight and ranking for each dimension are presented below.

Table 6: Prioritization of dimensions affecting human resource marketing at the Gachsaran Oil and Gas exploitation company

Criterion name	Name of the component	Weight	Priority
Components of human resources functions	Personal development skills	0.408	First
	Academic skills	0.088	Forth
	Business skills	0.143	Third
	Management skills and background	0.086	Fifth
	Records and background of employees	0.276	Second
Components of human resource management policies	Employment	0.362	First
	Attraction	0.194	Third
	Maintenance	0.220	Second
	Selection and recruitment	0.122	Forth
	Training and promotion	0.102	Fifth
Customer components	Strengthening Relationship Management System with Customer	0.458	First
	Feedback from customers	0.241	Second
	Awareness Building	0.199	Third
	Customer needs assessment	0.102	Forth
Business infrastructure components	Business infrastructure	0.332	Second
	Scientific, electronics and technology infrastructure	0.356	First
	Technical infrastructure	0.183	Third
	Transportation and communication infrastructure	0.129	Forth
individual components	Personality characteristics	0.631	First
	Physical features	0.180	Third
	Specialized/professional features	0.188	Second
Components of human resource marketing strategies	Jobs page	0.251	First
	Development of human resources professional skills	0.120	Fifth
	Supporting elites and innovative ideas	0.273	Forth
	Developing a culture of evaluation and paying attention to moral and social responsibilities	0.248	Second
	Maturity of knowledge	0.208	Third

5 Discussion and conclusion

This article aims to identify and prioritize the factors affecting human resource marketing at the Gachsaran Oil and Gas Exploitation Company. This article identifies the factors influencing human resource marketing, which include individual factors, customers, business infrastructure, human resource management policies, human resource marketing strategies, and human resource functions as key indicators for human resource marketing in the Gachsaran Oil and Gas Exploitation Company. Additionally, the results led to the identification of 27 dimensions (personality traits, appearance traits, professional/specialized traits, strengthening the customer relationship management system, customer feedback, awareness, customer needs assessment, business infrastructure, scientific, electronic, and technological infrastructure, technical infrastructure, transportation and communication infrastructure, deployment, recruitment, retention, selection and hiring, training and promotion, salary negotiation, job page, professional skill development of human resources, support for elites and innovative ideas, development of an evaluation culture and attention to ethical and social responsibilities, knowledge maturity, personal development skills, academic skills, business skills, managerial skills and background, employee background and history). These findings point to some significant policy implications for the development of the oil and gas sector in Iran. The government and regulatory organizations should introduce and formulate policies that emphasize human resource marketing management as essential skills for decision-makers. The owners of oil and gas companies, in turn, should establish policies within their businesses to enhance the overall performance of the company. The results of the prioritization of the categories showed that human resource functions, with a weight of 0.453, rank first; individual factors, with a weight of 0.229, rank second; customers, with a weight of 0.111, rank third; human resource management policies, with a weight of 0.080, rank fourth; business infrastructure, with a weight of 0.068, rank fifth; and finally, human resource marketing strategies, with a weight of 0.061, rank sixth.

In this section, according to the research results, the following practical suggestions are presented.

- Given the development of professional human resource skills, it is recommended to conduct precise training needs assessments and distribute additional payments based on performance to enhance professional HR skills. Furthermore, relevant managers can encourage employees by welcoming new ideas. It is important to monitor and evaluate employees' job performance and create a balance between work and family matters. Ultimately, managers can establish a logical relationship between the results of performance evaluations and employees' career growth paths.

- It is recommended that the dynamics and flexibility of competencies be implemented based on internal and external developments. Additionally, by updating the job classification system and utilizing competency models from advanced countries alongside higher-level documents and Islamic-Iranian patterns, achieving human resource recruitment goals will be within reach.

- It is recommended to focus on efforts to attract customer satisfaction as well as to acquire, maintain, distribute, and utilize knowledge within the organization. Technical and knowledge advancement of human resources should be given priority and attention.

- It is recommended that the Human Resources and Marketing managers of the organization take steps to increase awareness among job seekers, especially top graduates from prestigious universities, about the financial and non-financial benefits of employment within the organization. The Oil and Gas Company of Gachsaran should recognize that potential employees' trust in the organization stems from word-of-mouth advertising conducted by current employees and customers. Therefore, the organization must keep current employees satisfied and provide necessary training to demonstrate that attracting top talent not only incurs costs but also ensures the long-term survival and success of the organization. The organization can consider appealing elements in its excellence and talent development system, such as competitive salaries and benefits, remote work and flexibility, allocating one workday for university engagement, and creating challenging and exciting work opportunities.

- It is recommended that the managers and agents of the Ministry of Oil group strengthen the employer brand attractiveness for the companies within this group. This can directly and indirectly increase the interest of the country's top talents in working in the oil industry.

This research faces limitations including the possibility of varied interpretations of the phenomenon under study, which is a characteristic of qualitative research. There is also a risk of researcher bias and some assumptions that, despite efforts to mitigate, might have affected the study. Additionally, there were challenges due to the limited number of experts in this field and the difficulty in accessing these individuals. The participants in this study were managers and officials from the Gachsaran Oil and Gas Operating Company, who had busy schedules, making coordination for

interviews slow and challenging. As this research is a case study focusing solely on one oil and gas operating company in Gachsaran, it addresses only details relevant to this type of company. Therefore, the generalizability of the findings is limited. To improve the model's predictive capability, it is recommended that researchers test the proposed model with a larger sample size and across different types of companies.

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