

THE ROLE OF EMPLOYER BRAND ATTRACTIVENESS IN THE HOTEL LABOUR MARKET

Jasmina Ognjanović*

University of Kragujevac, Faculty of Hotel Management and Tourism in
Vrnjačka Banja, Serbia

Abstract

The employer brand is seen as part of the intangible assets of a hotel that provides economic, functional, and psychological benefits to current and potential employees. This paper aims to identify and examine the influence of EBA on potential employees in the hotel industry. The study analyses the relationship between the dimensions of employer brand attractiveness and the decisions of potential employees - intent to join hotels and future behaviour. The sample includes 203 final year bachelor's students and master's students in the Hotel management course. The results reveal a positive effect of the dimensions of employer brand attractiveness (compensation and benefits, management value, and development and training) on intent to join. Also, the results reveal the effect of the dimensions (work/life balance, compensation and benefits, and development and training) on the future behaviour of potential employees.

Key words: employer brand, hotel, potential employees, intent to join, future behaviour.

УЛОГА АТРАКТИВНОСТИ БРЕНДА ПОСЛОДАВЦА НА ТРЖИШТУ РАДА ХОТЕЛСКЕ ИНДУСТРИЈЕ

Апстракт

Бренд послодавца представља део нематеријалне имовине хотела који обезбеђује економске, функционалне и психолошке користи значајне за тренутно и потенцијално запослене. Циљ рада је да идентификује у којој је мери атрактивност бренда послодавца значајна потенцијално запосленима на тржишту рада хотелске индустрије. Студија анализира везу између димензија атрактивности бренда послодавца и одлука потенцијално запослених, односно намере да приступе хотелу и будућег понашања. Узорак обухвата 203 студената завршних година основних и мастер студија студијског програма Хотелски менаџмент. Резултати студије ука-

* Corresponding author: Jasmina Ognjanović, University of Kragujevac, Faculty of Hotel Management and Tourism, Vojvodjanska bb, 36210 Vrnjačka Banja, Serbia, jasmina.lukic@kg.ac.rs

зују на то да димензије атрактивности бренда послодавца (компензације и користи, вредност управљања, обука и развој) позитивно утичу на намере потенцијално запослених да приступе хотелу. Резултати такође указују на то да димензије атрактивности бренда послодавца (баланс између живота и посла, компензације и користи, обука и развој) утичу на будуће понашање потенцијално запослених.

Кључне речи: бренд послодавца, хотел, потенцијално запослени, намера приступања хотелу, будуће понашање.

INTRODUCTION

Human resources are becoming key factors in maintaining the competitive advantage and business success of hotels. For these reasons, the demand for talented and valuable employees is becoming higher than the supply, which is, in turn, resulting in more intense competition among hotels in the labour market. According to Eurostat (2022), the number of employees in the accommodation sector equalled 1,985,200 in European Union countries in 2020, which is 17.5% less than the number recorded in 2019. In the period before the Covid crisis (2010-2019), the number of employees in the accommodation sector recorded a growth trend. In 2019, 24% of the total number of employees in the accommodation sector were people with tertiary education, and 51% were people with upper secondary and post-secondary non-tertiary education post-secondary education (Eurostat, 2022). In 2020, 17,300 people were employed in the accommodation sector in Serbia, which is 16.4% less than the number recorded in 2019. In 2019, employment was 37% higher, as compared to 2010 (Eurostat, 2022).

Gehrels (2019) states that the hotel industry has been suffering from a lack of employees with appropriate skills and from poor talent pipelines for a long time, especially when it comes to managerial positions. In addition, the hotel business is characterised by high labour turnover rates (Ladkin & Buhalis, 2016), which affects efficiency, productivity, and cost structure (Davidson, Timo, & Wang, 2010). Davidson et al. (2010), and Ladkin and Buhalis (2016) state that the real challenge for hotels is how to attract talents and use their potential.

To better face the current challenges, some hotels have been developing the employer brand in order to make the company an 'employer of choice' (Alshathry, Clarke, & Goodman, 2017). Thus, the employer brand emerges as a response to practical business needs, and is aimed at attracting and retaining valuable and talented candidates in an increasingly competitive labour market (Chhabra & Sharma, 2014).

"The hospitality is a service-oriented business, and service comes only from hotel employees" (Cheung, Kong, & Song, 2014, p. 1164), and thus building the employer brand in hotels is of particular benefit. The employer branding process focuses on two target groups: potential and

current employees (Alshathry et al., 2017). Since the subjects of the analysis are potential employees and their attitudes towards future employers, some authors (Santiago, 2019) suggest the use of the term employer brand attractiveness (EBA). EBA represents the perceived benefits that employees gain by working for a company (Berthon et al., 2005; Santiago, 2019).

Research shows that an employer brand is a powerful tool for attracting talented individuals from the labour market (Santiago, 2019). Certain studies indicate the significance of the employer brand for potential and current employees in the IT industry (Tanwar & Prasad, 2016; Deepa & Baral, 2019) and service industries (Schlager Bodderas, Maas, & Cachelin, 2011; Arasanmi & Krishna, 2019). However, research on the preferred dimensions of EBA among potential employees in the hotel industry is scarce. This can be characterised as the first research gap. Second, many authors (Sivertzen, Nilsen, & Olafsen, 2013; Chhabra & Sharma, 2014; Sharma & Prasad, 2018; Santiago, 2019) examine the impact of the employer brand on candidates' intention to join companies from different industries. However, the existing literature does not provide answers to the question of which dimensions of EBA are crucial in candidates' decision to apply for a job in a hotel. Third, the literature provides an answer to the question of how to improve the company's attractiveness in the labour market, but does not specify the dimensions of EBA that may affect the future behaviour of potential employees in the hotel industry. Also, it does not investigate whether the same dimensions of EBA that affect candidates' intention to join the company similarly affect the future behaviour of potential employees. This study defines a structural model that explores the preferred dimensions of EBA.

This paper aims to identify and examine the influence of EBA on potential employees in the hotel industry. The study should provide an answer to the question of how much EBA contributes to potential employees' intent to join a hotel and their future behaviour.

LITERATURE REVIEW

Employer Brand Concept

The employer brand is “the package of functional, economic, and the psychological benefit provided by employment, and identified with the employing company” (Ambler & Barrow, 1996, p. 187).

Employer brand development is monitored by dimensions that represent the benefits that potential employees gain by working for a hotel. This paper analyses the following dimensions of EBA: work/life balance, compensation and benefits, management value, and development and training. The choice of the dimensions of employer brand is based on two criteria. The first criterion concerns the socio-economic characteristics of

employees in the labour market in Serbia. The second criterion reflects the notion that the quality of hotel services depends on employee knowledge and satisfaction. Knowledge can be improved by investing in development and training, and management value. Employee satisfaction depends on the development of work/life balance, and compensation and benefits.

*Employer Brand Attractiveness and Potential Employees'
Intent to Join a Hotel*

Potential employees base their decisions to join a company on the general impression of EBA (Gehrels, 2019). The employer's attractiveness depends on the company's management initiatives to implement the employer branding strategy (Sharma & Prasad, 2018), and on the development of certain dimensions that make the employer attractive. The theories used to explain the role of the employer image among potential employees' are the signalling theory (Spence, 1973), and the social identity theory (Ashforth & Mael, 1989). According to the signalling theory, job seekers use available information from image characteristics as a signal about the working conditions in a company (Lievens & Slaughter, 2016). The considerations of social identity theory are based on the idea that people define themselves in terms of the organisation of which they are members (Ashforth & Mael, 1989).

Previous studies contribute to the understanding of the relationship between EBA and candidates' intent to join a company (Sivertzen et al., 2013; Zhu et al., 2014; Sharma and Prasad, 2018; Santiago, 2019).

*Employer Brand Attractiveness and Future Behaviour
of Potential Employees*

The application of the employer's branding strategy and the development of employer's brand value assumptions contribute to employees' commitment and additional engagement (Deepa & Baral, 2019). Additional employee engagement improves the individual and organisational performance of the company and reduces costs, improves customer satisfaction, increases revenues, profit margins, and rates of return on investment (Deepa & Baral, 2019). On the other hand, highly engaged employees enhance employer brand development (Deepa & Baral, 2019). The research on the relationship between the attractiveness of the employer and the future behaviour of the employees is theoretically based on social exchange theory. According to this theory, the behaviour of employees towards the organisation is strongly influenced by their perception of the organisation's behaviour towards them (Eisenberger & Huntington, 1986).

Although research on the role of the employer brand in attracting potential employees was conducted, little is known about how the em-

ployer brand influences employee behaviour (Gupta, Bhasin, & Mushtaq, 2021). The desired behaviour of employees is a result of the degree of support provided by the company (Arasanmi & Krishna, 2019), which is related to the development of the EBA.

DEVELOPMENT OF THE RESEARCH HYPOTHESES

'Work/life balance' refers to "the benefits that employees gain by meeting both business and family obligations, which contribute to the personal and professional success of employees" (Dabirian et al., 2019, p. 1406). Research proves that work/life balance is one of the preferred attributes of EBA (Jain & Bhatt, 2015; Sharma & Prasad, 2018). Murphy and Doherty (2011) state that support for the development of the work/life balance dimension comes from modern technology that enables work from home, and from the availability of managers even when they are not in their office. Also, employers who respect family obligations show respect and help the employees' achievement of a sense of belonging to the company, which is reflected in the behaviour of employees. Based on the above, the following hypotheses will be tested:

H₁ – *Work/life balance positively contributes to the potential employees' intent to join a hotel company; and*

H₂ – *Work/life balance positively contributes to the potential employees' future behaviour in the hotel industry.*

Compensation and benefits represent "values to assess the extent to which an individual is attracted to an employer that provides an above-average salary" (Berthon et al., 2005, p. 159). Some studies (Agrawal & Swaroop, 2009; Chhabra & Sharma, 2014) analyse compensation as a desirable organisational attribute to potential employees that influences their decision to join the company. Compensation and benefits are especially important for ensuring employee satisfaction, which is reflected in the results of their work, their behaviour, and their attitude towards work. Mahmood, Akhtar, Talat, Shuai and Hyatt (2019) find that the reward strategy is positively related to job satisfaction and employee commitment. Based on the above, the following hypotheses will be tested:

H₃ – *Compensation and benefits positively contribute to the potential employees' intent to join a hotel company; and*

H₄ – *Compensation and benefits positively contribute to the potential employees' future behaviour in the hotel industry.*

Management value is described as "supervisory and management styles and practices following managers as leaders who inspire, encourage, protect and respect employees" (Dabirian et al., 2019, p. 1406). To attract talent to hotels, managers must create, maintain, and promote an attractive and healthy work environment (Willie et al., 2008). The development of management value indicates the treatment of employees by

managers, which can be a key factor on which applicants' decision to join the company will depend. Based on the above, the following hypotheses will be tested:

H₅ – *Management value positively contributes to the potential employees' intent to join a hotel company; and*

H₆ – *Management value positively contributes to the potential employees' future behaviour in the hotel industry.*

A large number of studies state that educational opportunities, opportunities for advancement, and challenging work profiles influence the intention of candidates to join a company (Schlager et al., 2011; Sharma & Prasad, 2018). For hotel job candidates, the most important thing is to believe that the employer offers opportunities for professional development (Willie et al., 2008). Sharma and Prasad (2018), and Santiago (2019) prove the impact of development and training on the intent to join a company. Investing in the development and training of employees strengthens the sense of the employer's commitment to employees, which is then reflected in the behaviour of employees. A study by Otoo and Mishra (2018) suggests the existence of a relationship between employee training and workforce productivity. Based on the above, the following hypotheses will be tested:

H₇ – *Development and training positively contribute to the potential employees' intent to join a hotel company; and*

H₈ – *Development and training positively contribute to the potential employees' future behaviour in the hotel industry.*

MATERIALS AND METHODS

Data Collection

The respondents are potential employees in the hotel industry, i.e. final-year students of bachelor academic studies and master academic studies in the field of Hotel Management. Students are considered to be the primary target groups for organisations interested in attracting skilled employees (Berthon et al., 2005; Tanwar & Kumar, 2019). Santiago (2019) states that students are yet to witness the corporate world and are actively present in the company's external environment.

Data collection was performed using a questionnaire survey. The questionnaire was distributed to 344 students via e-mail in 2021. Of this number, 203 fully completed questionnaires were returned, giving a satisfactory response rate of 59% (Dommeyer, Baum, Hanna, & Chapman, 2004).

Measures

The questionnaire is divided into four parts, and includes a total of 37 items; the first part covers the social and professional characteristics of respondents, while the second, third and fourth parts of the questionnaire include items related to dimensions of EBA, intent to join, and future behaviour of potential employees (Table 1). Since some items did not meet the set limit values ($0.4 < \text{standardised loading} < 0.9$), they were eliminated from the research, so the number of items was reduced to 23.

Items for the dimensions of EBA were defined based on the following studies: work/life balance (Tanwar & Prasad, 2016; Sharma & Prasad, 2018; Dabirian et al., 2019); compensation and benefits (Zhu et al., 2014; Tanwar & Kumar, 2019; Dabirian et al., 2019); management value (Dabirian et al., 2019); and development and training (Zhu et al., 2014; Tanwar & Prasad, 2016; Sharma & Prasad, 2018; Dabirian et al., 2019). The items used for the assessment variable *intent to join* were defined based on research conducted by Sivertzen et al. (2013), Sharma & Prasad (2018), and Santiago (2019). The variable *future behaviour* was observed through items defined based on the studies conducted by Na-nan and Saribut (2019) and Tseng and Wu (2017). Items were assessed based on a seven-point Likert scale ranging between 1 (Strongly disagree) and 7 (Strongly agree).

RESULTS

Demographics

The largest number of respondents (67% of the total number of respondents) have previously completed a level of education in the field of tourism and hospitality. The sample is dominated by respondents who have no work experience in the hotel industry (55% of respondents). Of all the respondents in the sample, 42% have up to 5 years of work experience in the hotel industry, while 3% have more than 6 years of work experience. The respondents are final-year students of bachelor studies (84%) and master's studies in the field of Hotel Management (16%).

Measurement Model

The evaluation of the overall model fit was done by confirmatory factor analysis (CFA) using maximum-likelihood estimates in AMOS 23. The measurement model was monitored via the following fit indices: Chi-square (χ^2), χ^2/df , NFI, CFI, RMSEA, IFI, and TLI. According to Hooper, Coughlan and Mullen (2008), and Forza and Filippini (1998), the values for an acceptable model fit are limited: GFI > 0.90; NFI > 0.80/0.90; CFI > 0.90; RMSEA < 0.08; IFI > 0.90; TLI > 0.90. The results show that the observed measurement model is an acceptable model fit (Legend in Table 1).

The reliability analysis was conducted using a Cronbach's alpha coefficient that should be greater than 0.7 (Nunnally, 1978). Table 1

shows the values of Cronbach's alpha coefficient, which ranges between 0.910 and 0.930 for the observed variables.

The application of confirmatory factor analysis (CFA) supports the necessity of conducting convergent validity analysis. The indicators monitored were average variance extracted (AVE) and composite reliability (CR). Table 1 shows the results of the CFA of the measurement model. According to Fornell and Larcker (1981), the AVE of each item should be greater than 0.5, and construct validity is established if CR is greater than 0.7. The value of standardised loading ranges between 0.344 and 0.894. Four items were excluded from the analysis due to the unsatisfactory value of standardised loadings. The AVE values range between 0.5955 (Work/life balance) and 0.7475 (Development and training opportunities), which is above 0.5, indicating good convergent validity of the latent constructs. For all observed variables, the CR value is higher than the recommended minimum value of 0.7 (Table 1).

Table 1. Standardised loadings, Cronbach's alpha coefficient, AVE, CR values

Items	Standardised loadings	Cronbach's alpha	AVE	CR
Work/life balance		0.919	0.5955	0.8110
I appreciate hotels in which performing business tasks does not imply only and solely present in the hotel, but certain tasks can also be done from home.	0.894			
I appreciate hotels that provide flexibility in performing business tasks ^a .				
I appreciate hotels where tasks are scheduled so I have time for both family and friends.	0.344			
I appreciate hotels in which in case of urgent family events, I can leave work during working hours.	0.529			
Compensation and benefits		0.910	0.6835	0.9147
I appreciate hotels that offer above-average earnings.	0.834			
I appreciate hotels that offer a good, overall package of benefits and compensation (pension insurance, health care, paid leave, etc.).	0.467			
I appreciate hotels that offer a fair reward system according to the work done.	0.467			
I appreciate hotels that guarantee job security (you are not afraid of being fired).	0.443			
I value hotels that guarantee security in the payment of salaries.	0.348			

Management value		0.920	0.7096	0.9067
I appreciate hotels where superiors have a clear business vision and clear control over the work of employees.	0.625			
I appreciate hotels in which superiors show competence and knowledge in performing business tasks.	0.730			
I appreciate hotels where superiors understand my business needs and requirements.	0.640			
I appreciate hotels where superiors show a high level of commitment to employees and help me solve my business tasks.	0.819			
I appreciate hotels where superiors encourage and support my work ^a .				
Development and training		0.915	0.7475	0.8987
I regularly organize education and training for their employees.	0.594			
I appreciate hotels that provide career development opportunities and that manage the careers of employees.	0.606			
I appreciate hotels that enable and support the development of creativity among employees ^a .				
I appreciate hotels that enable employees to acquire the skills necessary to perform assigned tasks.	0.599			
Intent to join		0.930	0.6290	0.8704
A hotel with the above characteristics would be my first choice on the job market.	0.699			
I would accept a business offer from a hotel like this.	0.649			
If this organisation invited me for a job interview, I would accept.	0.764			
I would exert a great deal of effort to work for this company.	0.605			
Future behaviour		0.913	0.6954	0.9011
With my work and behaviour, I want to contribute to achieving the business goals of the hotel with the above characteristics.	0.600			
If I worked in a hotel like this, I would adhere to all the rules and regulations prescribed by the hotel management.	0.628			
If I worked in a hotel like this, I would try to perform my business tasks responsibly.	0.825			
If I worked in a hotel like this, I would invest maximum effort in performing the assigned tasks.	0.836			
If I worked in a hotel like this, I would be willing to sacrifice my interest for the hotel ^a .				

Note: Model fit: $\chi^2 = 371.168$; d.f. = 211 (χ^2 /d.f. = 1.759); $p < 0.05$; GFI = 0.866; NFI = 0.912; CFI = 0.959; RMSEA = 0.061; IFI = 0.960; TLI = 0.951.

AVE = average variance extracted, C.R. = composite reliability

^a excluded variables due to high/low value of standardised loadings

Source: Author

Descriptive Statistics

Based on the mean value, it can be concluded that the most important dimensions of EBA for potential employees are: compensation and benefits (Mean = 6.31/7), and development and training (Mean = 6.30/7). Work/life balance has the lowest mean value (Mean = 6.04). The Management value has the greatest value of SD (SD = 1.11). Intent to join is most strongly correlated with compensation and benefits ($\rho = 0.668$; $p < 0.01$). Future behaviour is most strongly related to compensation and benefits ($\rho = 0.789$; $p < 0.01$).

Hypotheses Testing

Structural equation modeling (SEM) was used to test the set research hypotheses. Fit indices indicate the appropriateness of the structural model ($\chi^2 = 377.293$; d.f. = 212; $\chi^2/\text{d.f.} = 1.780$; $p < 0.05$; GFI = 0.865; NFI = 0.910; CFI = 0.958; RMSEA = 0.062; IFI = 0.959; TLI = 0.950). Figure 1 and Table 2 show a structural model with standardised path coefficients.

Table 2. Standardised parameter estimates

Path	Estimates	p	Support
H ₁ Work/life balance → Intent to join	0.134	0.527	No
H ₃ Compensation and benefits → Intent to join	0.550	0.025	Yes
H ₅ Management value → Intent to join	0.237	0.053	Yes
H ₇ Development and training → Intent to join	0.403	0.003	Yes
H ₂ Work/life balance → Future behaviour	0.366	0.031	Yes
H ₄ Compensation and benefits → Future behavior	0.359	0.054	Yes
H ₆ Management value → Future behaviour	0.044	0.628	No
H ₈ Development and training → Future behavior	0.213	0.029	Yes

Note: Model fit: $\chi^2 = 377.293$; d.f. = 212; $\chi^2/\text{d.f.} = 1.780$; $p < 0.05$; GFI = 0.865; NFI = 0.910; CFI = 0.958; RMSEA = 0.062; IFI = 0.959; TLI = 0.950

Source: Author

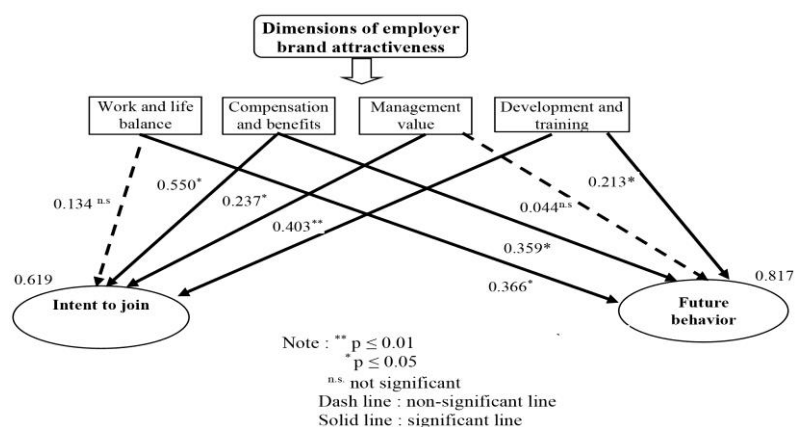


Figure 1. Estimates of the Model

Hypothesis H₂, Hypothesis H₃, Hypothesis H₄, Hypothesis H₅, Hypothesis H₇, and Hypothesis H₈ **are supported**.

Hypothesis H₁ and Hypothesis H₆ **are not supported**.

DISCUSSION

The importance of development and training in attracting individuals to companies is also supported by Zhu et al. (2014), Sharma and Prasad (2018), and Santiago (2019). Such results are in line with the theory of psychological contracts, according to which employees acquire skills through development and training in exchange for employee effort and flexibility. By providing employees with development opportunities and adequate training, companies make employees stand out in their responsibilities (Sharma & Prasad, 2018). However, the results of this study are different from those acquired by Sivertzen et al. (2013). The reason for this deviation may be cultural, or may be the result of focusing on one industry – in this case, the hotel industry. The results of this study show that intent to join is also affected by management value. The importance of quality supervisors and effective leadership for attracting employees was demonstrated by a number of authors (Berthon et al., 2005; Sharma & Prasad, 2018). The results of this study are compatible with the conclusion of Sharma and Prasad (2018) which states that the employer's trust in employees can be increased by developing a sense of employee belonging and acceptance from management, which results in positive employee behaviour.

Developing EBA not only attracts high-quality employees but also ensures the desirable behaviour of employees. Such results are consistent with the conclusion of Sivertzen et al. (2013), which states that a high level of employee competence, which leads to productive employee behaviour, depends on the employer's branding strategy. The social exchange theory supports the obtained results. Work/life balance has implications for employee behaviours which can act on organisational effectiveness (Mas-Machuca, Berbegal-Mirabent, & Alegre, 2016), productivity, and performance (Soomro, Breitenecker, & Shah, 2018). These results encourage management to invest in work/life balance, as Baum (2019) notes that various sustainable high-performance work systems, such as work/life balance, are not sufficiently present in the hotel industry. The results of this study show that employee satisfaction with compensation can affect their future behaviour in hotels, which is in line with the assumptions of several authors (Jung & Yoon, 2015; Joo-Ee, 2016). Weltmann (2019) believes that an increase in wages will improve employee behaviour, and that higher costs would be offset by the increased productivity of workers thus motivated. The results of this study support the assumption that investing in the development and

training of employees strengthens the sense of the employer's commitment to employees, which is, in turn, reflected in the behaviour of employees. Investing in development and training leads to employees' innovative behaviour, which increases the quality of the hotel service (Edghiem & Mouzoughi, 2018).

CONCLUSION

The results of this study show that the development of the dimensions of EBA affects the intent to join a hotel company and future behaviour.

Managerial Implications

The circumstances in the labour market of the hotel industry show that the hotel industry has been suffering from a lack of employees with appropriate skills, and from high labour turnover rates. It follows that the hotel management must pay special attention to attracting talented and valuable individuals, as well as to retaining them in the hotel long-term. Observing the potential employees' views on the dimensions of EBA gives a clearer picture of what they value, want, and expect the most from their employer. On the other hand, the hotel management must be able to monitor and support the wishes, needs, and intentions of current employees, which means monitoring the dimensions of the employer brand among employees.

By developing EBA, human resource management improves the process of attracting talented individuals, which creates numerous benefits for hotels: it reduces the cost of attracting employees, improves employment performance, and increases the number of registered talented individuals per open position. With the development of the employer brand, HR managers are allowed to choose from a wide range of different candidates for the appropriate position.

It is especially important for HRM that the dimensions of the EBA are realistically presented to potential employees so as to enable them to perceive the hotel, its values, and the culture promoted by the hotel in the right way. By matching the hotel's values with the values of potential employees, trust and the positive future behaviour of employees are achieved. By creating an impact on future behaviour, hotel management benefits through increased employee loyalty, commitment, and employee efficiency. By influencing future behaviour, managers achieve better communication and cooperation with employees.

Limitations and Future Study

This study has two limitations. The first limitation is the fact that it observes the EBA through internal dimensions (work/life balance, compensation and benefits, management value, development and training). It is believed that potential employees can better assess the external dimensions of EBA. However, a broader observation of the dimensions of the EBA makes it possible for an employer to monitor brand strength both internally and externally (Tanwar & Prasad, 2017). The second limitation of this study is related to the type of respondents. EBA analysis was conducted on a sample of potential employee's (students) who possess limited employment experience (Tanwar & Prasad, 2017). However, some authors (Sivertzen et al., 2013) state that earlier studies on employer brands mainly use students as respondents, which simplifies the comparison of results. As this research is focused on improving the attraction of valuable and talented potential employees, master's and bachelor's students were surveyed (Sharma & Prasad, 2018).

The study provides several questions and topics for future research. First, it is necessary to investigate whether potential employees prefer the same dimensions of EBA as hotel employees. Second, it is necessary to investigate whether employer brand development in hotels reflects on employee performance. Third, it is necessary to investigate whether it is possible to express the value of the employer brand in the balance sheet, and how the incurred costs should be stated.

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УЛОГА АТРАКТИВНОСТИ БРЕНДА ПОСЛОДАВЦА НА ТРЖИШТУ РАДА ХОТЕЛСКЕ ИНДУСТРИЈЕ

Јасмина Огњановић

Универзитет у Крагујевцу, Факултет за хотелијерство и туризам у Врњачкој Бањи,
Србија

Резиме

Хотелску индустрију карактерише недостатак запослених са одговарајућим вештинама, посебно када су у питању руководеће позиције. Утицај демографије, глобализације и либерализације одразио се на неуједначен однос понуде и потражње за талентованим запосленима. Хотели бележе високу стопу флукуације запослених, што утиче на ефикасност и продуктивност рада, те на структуру трошкова. Имајући у виду ове проблеме са којима се сусреће хотелска индустрија, управљање људским ресурсима, привлачење и задржавање вредних запослених постаје приоритетни циљ менаџмента хотела.

Атрактивност бренда послодавца постаје важан фактор у привлачењу вредних запослених са тржишта рада. Развојем атрактивности бренда послодавца развијају се и промовишу одговарајуће користи за потенцијално запослене на тржишту рада. Изграђене користи диференцирају хотел у односу на конкуренте и чине га „пожељним местом за рад“. Од значаја користи атрактивности бренда послодавца за потенцијално запослене зависиће и њихова спремност да се придруже хотелу и њихово будуће понашање. Зато је циљ рада био да утврди снагу атрактивности бренда послодавца у привлачењу потенцијално запослених и у обликовању њиховог будућег понашања.

За потенцијалне запослене у хотелијерству пожељне димензије атрактивности бренда су компензације и корист, те обука и развој. Ове димензије је потребно развијати како би се унапредио процес привлачења талената, што је посебно важно

за хотелску индустрију која није препозната као атрактивна на тржишту рада. Друго, на одлуку о придруживању хотелу значајно утичу димензије: компензације и користи, вредност управљања, и обука и развој. Будуће понашање потенцијално запослених условљено је развојем следећих димензија: равнотежа између живота и посла, компензације и користи, и обука и развој. Улагањем у ове димензије, менаџмент хотела може постићи задовољавајуће резултате запослених тиме што ће утицати на њихово понашање и ангажовање.