



PREFERRED ATTRIBUTES OF EMPLOYER BRAND ATTRACTIVENESS AMONG POTENTIAL EMPLOYEES IN THE HOTEL INDUSTRY

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Abstract:

Successful management of preferred attributes of employer brand attractiveness provides appropriate benefits for hotels. The research aim is to examine the preferred attributes of employer brand attractiveness among potential employees in the hotel industry. The research was conducted at the Faculty of Hospitality and Tourism and includes 148 fourth-year undergraduate students and master students studying in Hospitality Management. Descriptive statistics were used in the paper. By analyzing the results, author concluded that the preferred attributes of employer brand attractiveness are career advancement and employee training and development. Employees' desire to work for an employer that provides employee training and development opportunities brings numerous benefits to hotels, since employee development contributes to the creation of high-quality hotel services, more efficient employees, and, thus, better organizational performance. The least preferred attributes of employer brand attractiveness among potential hotel employees are "corporate reputation" and "corporate culture".

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INTRODUCTION

The hospitality industry has a skilled and committed workforce that is seen as vital to the firm's success (Scott, 2009). The hotels can achieve the desired results, among other things, by investing in a highly qualified workforce with the appropriate knowledge, experience, and skills. The hotel industry is justifiably referred to as the "people industry," as it depends on the ability and enthusiasm of front-line staff (Baum, & Nickson, 1998). The role of human resources becomes crucial in every business segment, bearing in mind that no activity in the value chain can be fully automated and function without human resources (Perić, Dramićanin, & Pavlović, 2021). On the other hand, the hotel industry does not have the image of a desirable employment industry. Employees have very low salaries while working hours and conditions are unacceptable compared to other industries (Baum, & Nickson, 1998).



Employing low-skilled workers justifies low salaries as well as high employee turnover rates (Baum, & Nickson, 1998). Given the disproportion present between the need for qualified employees, on the one hand, and inadequate employment conditions, on the other hand, hotel management must develop tools to enhance the benefits that employees derive from performing their business tasks.

Modern business conditions, as well as the consequences of the pandemic crisis, have increasingly highlighted the role and importance of employees and conditioned the need to build sustainable and stable relations between employers and employees, as the most important internal stakeholders (Ognjanović, 2019). Employer brand attractiveness appears as an important tool in the process of creating sustainable and stable relationships between companies and employees. As some studies point out, in the struggle to build an image of an attractive employer, companies must possess a variety of attractive attributes to attract talented and hard-working applicants (Tanwar, & Kumar, 2019). The research aim is to examine the preferred attributes of employer brand attractiveness among potential employees in the hotel industry. The basic concept of employer branding relies on the fact that the company's attractiveness depends on the perception of attributes by potential applicants (Jain, & Bhatt, 2015). Scientists and organizations today are becoming increasingly interested in identifying the attributes of employer attractiveness that distinguish companies in the labor market (Younis, & Hammad, 2021). For this reason, hotels need to know which attributes of employer brand attractiveness potential employees prefer to develop and actively participate in the "war for talent". Companies use various marketing channels to promote the development of employer brand attributes in the labor market. Promotion helps potential employees to perceive the employer, so they observe company as a desirable or undesirable workplace. Research shows that potential employees associate employer brand attractiveness with their own needs, personality character (Backhaus, & Tikoo, 2004; Sivertzen, Nielsen, & Olafsen, 2013), and primary values (Tkalac Verčić, 2021). When the needs, personality and values of potential employees match the employer brand, the company becomes attractive to that person (Backhaus, & Tikoo, 2004; Sivertzen *et al.*, 2013). The hotel industry, as a labor-intensive activity, must especially research and include in its HRM activities the preferred attributes of potential and current employees. Developing preferred attributes and matching them with the personality of employees, bring greater work efficiency and results.

When it comes to the analysis of preferred attributes of employer brand attractiveness, several research gaps have been observed in the literature. First, scholars and organizations at the present time are interested in identifying the factors/attributes that differentiate companies and make them an attractive employer besides identifying how this process occurs (Younis, & Hammad, 2021). Employees within the company and potential employees may perceive these factors differently. For these reasons, there is a need to clearly separate potential and current employees and clearly differentiate the attributes of the employer brand attractiveness that are relevant to both groups of participants (Alshathry, Clarke, & Goodman, 2017). Reis and Braga (2016) and Biswas and Suar (2014) consider that research about employer attractiveness attributes, used in employer brand strategies, is still scarce. For potential employees to perceive the company in the right way, it is necessary, first of all, to know in which direction to develop the company from the aspect of the development of benefits for potential employees. Second, researchers emphasize the need to focus on personality traits that influence preferences relating to employment characteristics (Barrick, Mount, & Li, 2013; Horng, Tsai, Yang, & Liu, 2016; Bellou, Stylos, & Rahimi, 2018). A small number of studies have attempted to investigate how personal characteristics influence applicants' individual decisions to apply for a job (Bellou *et al.*, 2018).



By researching the preferred attributes of the employer among potential employees, the company has the opportunity to, through the ranking of preferred attributes, get to know what potential employees want and what their focus in career development will be. Potential employees can assess whether such benefits match their value system, culture, and personality. Third, most studies in the field of employer brand attractiveness have been conducted in the field of social sciences, business, and law (Oliveira, Proença, & Ferreira, 2021). The importance of this concept in the hotel industry has yet to be studied (Bellou *et al.*, 2018). The study focuses on researching attributes of employer brand in the hotel industry, which is in line with Santiago's (2019) recommendations that future research cover relevant sectors. This is further justified by the fact that the hotel industry is labor-intensive and that its business is largely based on the work of human resources. On the other hand, the hotel industry does not offer attractive working conditions for employees, which only deepens the gap between the need for human resources, on the one hand, and the benefits offered by hotels, on the other hand. In addition, Baum and Nickson (1998) see a special problem in the failure to recognize the connection between what is studied in the hotel industry in the hospitality context and the wider theoretical context.

Due to the difficulties that employers face in attracting and retaining talent with certain profiles, there is a growing interest of both researchers and practitioners in researching the employer brand attractiveness (Benraïss-Noailles, & Viot, 2021). This topic becomes attractive having in mind several observed problems / issues in the research process. First, Brusch, Brusch and Kozłowski (2018) state that in larger cities many well-trained professionals are available to the companies, which is not the case in smaller cities and rural areas. In the process of researching the preferred attributes of employer brand attractiveness, one should keep in mind the quality of the supply and characteristic of potential employees at the labor market in developing countries, such as Serbia. As many hotels operate in the international market, an important question is whether, in today's globalized business world, management can use standardized strategies to attract talent or they must adapt employer brand to cultural differences between countries (Alniaçık, Alniaçık, Erat, & Akçin, 2014). Cultural environment is an important element of the general environment that affects the perception of a good / bad employer among potential employees. Based on the above, the results of the study should provide an answer to 2 research questions:

1. What are the preferred attributes of employer brand attractiveness among potential employees in the hotel industry?
2. Is there a difference in preferred attributes among potential employees with work experience and no work experience?

The paper, in addition to the introduction and conclusion, contains three parts. The first part includes a review of the literature describing the concept of an employer brand as well as the benefits that the construction of this intangible asset brings. The attributes of employer brand attractiveness are described in more detail, as well as the importance of developing these attributes in the process of attracting and recruiting applicants. The second part of the paper describes the used research instrument with an overview of the observed sample according to the appropriate characteristics. The third part of the paper describes the obtained results with discussion and connection with the results of previous research.



LITERATURE REVIEW

Employer brand concept

Employer branding assumes that human resources contribute to value creation and through skillful investment in human capital, the company's performance can be improved (Backhaus, & Tikoo, 2004). Human resources are viewed as a critical asset of the company and a key factor of sustainable efficiency (Ognjanović, 2020). For this reason, for labor-intensive hotel companies it is necessary to improve management of human resources. Some authors (Kucherov, & Zavyalova, 2012; Santiago, 2019) view employer brand as a new field of study within HRM and a progressive approach based on general theory, which uses specific tools and principles of branding to make the people management process effective. The theoretical foundation of the employer brand concept can be found in the resource-based view, according to which human resource characteristics can contribute to competitive advantage and value creation (Backhaus, & Tikoo, 2004; Sivertzen *et al.*, 2013). Sivertzen *et al.* (2013) believe that employer branding is also based on human resource theory, with a focus on developing the company's image as an attractive employer (Backhaus, & Tikoo, 2004).

To further foster reputation and increase attractiveness, employers seek to strengthen the company name as a brand, which is referred to as employer branding (Sivertzen *et al.*, 2013). Backhaus and Tikoo (2004, p. 502) view employer branding "as the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors". The employer brand is a part of intangible assets that is the result of the successful implementation of the employer branding strategy that promotes the company as an exceptional employer by providing applicants with realistic expectations and fulfillment of promises given to current employees (Ognjanović, 2020). Santiago (2019) views the employer brand as benefits that the company offers to employees as to build a unique identity in the eyes of employees and applicants, thus encouraging them to join the company.

Employer attractiveness is defined as the degree to which a company is attractive as an employer (Jain, & Bhatt, 2015). Employer brand techniques take two ways: attracting potential employees and retaining current employees (Sivertzen *et al.*, 2013; Chhabra, & Sharma, 2014; Alshathry *et al.*, 2017; Ognjanović, 2019). When talking about the importance of the employer brand for attracting potential employees, some authors (Sivertzen *et al.*, 2013; Rampl, & Kenning, 2014; Xie, Bagozzi, & Meland, 2015; Ognjanović, 2019; Santiago, 2019) consider the term "employer brand attractiveness" appropriate. Other authors (Berthon, Ewing, & Hah, 2005) also discuss the appropriateness of the term "employer attractiveness. The essence of the employer branding concept refers to a proactive approach to managing the company's image as an employer (Rampl, & Kenning, 2014) by current employees. Thus, current employees build the image of an attractive employer on the labor market, which, through the development of attractive job offers, aims to attract potential talent. Chhabra and Sharma (2014) prove a significant and positive correlation between a strong brand image and the likelihood of applicants applying. Berthon *et al.* (2005, p. 156) define employer attractiveness as "the envisioned benefits that a potential employee sees in working for a specific organization". In addition to employer brand attractiveness, similar terms that denote the company's activities to attract talented employees are "employer of choice", "job pursuit intentions", "acceptance intentions" (Tanwar, & Kumar, 2019). That is why it is necessary to distinguish between them. Employer of choice is a company that employees strive to work for and that they prefer over other companies (Tanwar, & Kumar, 2019).



Job pursuit intention is reflected in the potential applicant's desire to work for a particular company (Tanwar, & Kumar, 2019). Acceptance intentions measure the probability of an applicant accepting a job offer or the likelihood of an applicant accepting a job offer from the company (Tanwar, & Kumar, 2019).

Benefits of building employer brand attractiveness

The ultimate goal of employer brand attractiveness is to attract potential employees to join the company while the goal of existing employees is to ensure that they continue to experience the value associated with belonging to the organization (Alshathry *et al.*, 2017). By effectively branding the company, the employer can give the company an advantage in the "war for talent", attracting and retaining a talented workforce, which is crucial for the quality of services delivered to the guest (Santiago, 2019). Attracting and retaining highly talented employees contributes to competitive advantage and is an important issue for all companies (Alniaçık *et al.*, 2014). Backhaus and Tikoo (2004) believe that a more attractive employer brand internalizes company value and helps retain employees. Some of the advantages of companies with an attractive employer brand are reduced employee recruitment costs, improved employee relations, higher employee retention rates, and lower wages for the same categories of employees compared to wages paid by companies with a less attractive employer brand (Chhabra and Sharma, 2014). Kucherov and Zavyalova (2012) conclude, based on research results, that companies with employer brands gain numerous economic benefits, such as lower rates of staff turnover and higher rates of HR investment in training and development activities of employees. Sivertzen *et al.* (2013) consider that employer branding attractiveness is used to enhance corporate reputation.

Attributes of employer brand attractiveness and potential employees

The attributes of employer brand attractiveness represent the expected benefits that employees and potential employees can gain by working for a particular company. Ronda and Valor (2018, p.574) observed attributes of employer brand as "employer-extrinsic traits set by companies that constitute organization's offering to employees". By developing the attributes of an attractive employer, the company gains appropriate benefits by building an appropriate workforce structure (Ognjanović, 2019). The identification of preferred attributes is especially important when it comes to front-line employees who represent their company in terms of beliefs, values, mission in the minds of guests (Bellou *et al.*, 2018). Many studies link applicants' characteristics to job descriptions (Bellou *et al.*, 2018), while other studies focus on the job and environment perceptions among potential employees (such as Berthon *et al.*, 2005; Backhaus, & Tikoo, 2004; Kaur, & Shah, 2021). The theoretical basis of the analysis of the preferred attributes of employer brand attractiveness is based on signaling theory which explains the attractiveness of the employer among applicants (Younis, & Hammad, 2021). According to this theory, applicants are affected by any information that refers to the attributes of the organization and is called "signals" (Younis, & Hammad, 2021).

Applicants are motivated to seek information about the company as to create an accurate perception of the employer (Younis, & Hammad, 2021). The more potential employees find an employer attractive, the more they will show interest in working for a particular company (Jain, & Bhatt, 2015). The literature emphasizes that potential employees can observe the direct characteristics of the employer, such as location, salary (Jain, & Bhatt, 2015), size, number of employees, working hours.



Other information, also known in the literature as symbolic attributes, will not be noticed by applicants (employee orientation, work culture, career development, and innovativeness) (Jain, & Bhatt, 2015; Younis, & Hammad, 2021). Research shows that potential employees spend less effort on gathering information about potential employers, while, on the other hand, most of these employers may share too little information about employment and working conditions (Younis, & Hammad, 2021).

Attributes of employer attractiveness are observed through functional, psychological, economic (Ambler, & Barrow, 1996), and organizational attributes (Kucherov, & Zavyalova, 2012). Functional attributes refer to the specifics of the job, work content, training, and development opportunities for employees as well as the perspective of career development of the employee. Psychological attributes refer to the feeling of belonging and membership of the hotel employee. Economic attributes are understood as a system of financial and non-financial compensations that the employee acquires in the company by the invested work. Organizational attributes refer to the company's image among various stakeholders in the external market.

The research has addressed desirable employer attributes that attract potential employees to apply. Chhabra and Sharma (2014) conclude that among students, the preferred employer attributes are organizational culture, brand name, and compensation. The results of the study (Tanwar, & Kumar, 2019) show that two dimensions, work culture, and work content, drive employer of choice. Jain and Bhatt (2015) believe that there are some factors, such as company stability, work-life balance, and job security, that potential employees consider important when applying, both in the case of the private and in the case of the public sector. Santiago (2019) concludes that economic factors, such as an above-average salary or opportunities for promotion, are less important for applicants when considering future jobs. Reis, Braga, and Trullen (2017) conclude that companies become more competitive in attracting talent if their employment strategies emphasize psychological benefit. Kaur and Shah (2021) analyze the instrumental-symbolic attributes of an employer when applying for a job. They conclude that potential employees prefer, within instrumental attributes, job security and task diversity, and within symbolic attributes – competence. Lee, Kao and Lin (2018) also analyze instrumental-symbolic attributes and conclude that companies use functional attributes to build an emotional relationship with employees and satisfy psychological sustenance, which attracts young Taiwanese applicants. Younis and Hammad's (2021) results show that the employer image and corporate image have a positive and significant impact on employer attractiveness. Xie *et al.* (2015) conclude that corporate reputation influences applicants' intention to apply for a job. Sivertzen *et al.* (2013) prove that the development of employer value (innovation value, psychological value, application value, and the use of social media) can improve corporate reputation, which in turn contributes to positive intentions for potential employees to apply for a job.



RESEARCH INSTRUMENTS AND SAMPLE DESCRIPTION

The sample includes potential employees in the hotel industry who are fourth-year undergraduate students and master students in the Hotel Management department. Information on the preferred attributes of employer brand attractiveness among potential employees was obtained through a questionnaire. Respondents were tasked with opting for only one, the most desirable attribute of employer brand attractiveness among the attributes offered. The selection of the offered attributes of employer brand was made based on the following papers:

Functional attributes:

1. The employer provides opportunities for career advancement (Bellou *et al.*, 2018; Lee *et al.*, 2018; Deepa, & Baral, 2019);
2. The employer provides training and development opportunities for employees (Schlager, Bodderas, Maas, & Cachelin, 2011; Tanwar, & Prasad, 2016; Kashyap, & Verma, 2018; Sharma, & Prasad, 2018; Lee *et al.*, 2018; Santiago, 2019; Ognjanović, 2020; Kaur, & Shah, 2021);
3. The employer offers a meaningful and interesting job (Bellou *et al.*, 2018; Lee *et al.*, 2018).

Psychological attributes:

4. The employer has a developed corporate (organizational) culture that provides fair and collegial cooperation with colleagues (Chhabra, & Sharma, 2014; Tanwar, & Prasad, 2016; Sharma, & Prasad, 2018; Tanwar, & Kumar, 2019; Deepa, & Baral, 2019; Ognjanović, 2020).

Economic attributes:

5. The employer pays adequate salaries according to the work invested (Schlager *et al.*, 2011; Sivertzen *et al.*, 2013; Chhabra, & Sharma, 2014; Bellou *et al.*, 2018; Santiago, 2019; Deepa, & Baral, 2019; Kaur, & Shah, 2021).

Organizational attributes:

6. The employer is known on the market, i.e. has a built-in corporate reputation (Schlager *et al.*, 2011; Tanwar, & Prasad, 2016; Alshathry *et al.*, 2017; Sharma, & Prasad, 2018; Deepa, & Baral, 2019).

The research was conducted in May 2020. The questionnaire was sent to 251 e-mail addresses of students in the fourth year of basic academic studies and master students. A total of 148 questionnaires were returned, so the response rate was 59%.

The sample is observed based on the following characteristics: gender, age, work experience (Table 1). The sample is dominated by female respondents (75%), respondents aged between 21 and 30 (88.5%), and respondents with no work experience in the hotel industry (53%).

**Table 1.** Description of the sample

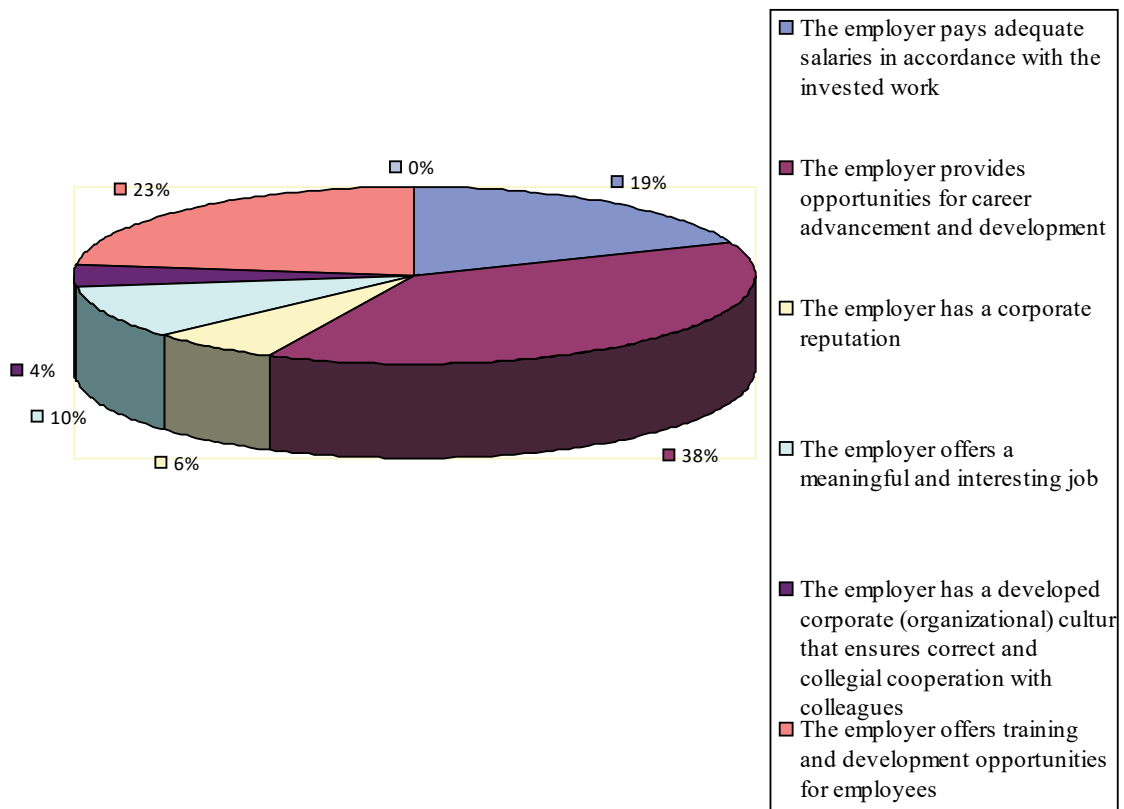
Criterion	Number of respondents	%
Gender		
Male	37	25%
Female	111	75%
Σ	148	100%
Age		
up to 20 years	0	0
21 - 30	131	88.5%
31 and above	17	11.5%
Σ	148	100%
Work experience		
I have no experience	78	53%
Up to 5 years	66	45%
From 6 to 10 years	3	1.5%
11 year and above	1	0.5%
Σ	148	100%

Source: Author

RESEARCH RESULTS AND DISCUSSION

Data processing is performed using the statistical program for social science, SPSS. Based on the listed frequencies, the preferred attributes of employer brand attractiveness, ranked according to importance for potential employees, are:

1. "The employer provides opportunities for career advancement" (38%)
2. "The employer offers training and development opportunities for employees" (23%)
3. "The employer pays adequate salaries in accordance with the invested work" (19%)
4. "The employer offers a meaningful and interesting job" (10%)
5. "The employer has a corporate reputation" (6%)
6. "The employer has a developed corporate (organizational) culture that ensures correct and collegial cooperation with colleagues" (4%)

**Figure 1.** Preferred attributes of employer brand attractiveness

By identifying preferred attributes among potential employees, attributes significant in the process of recruitment and attraction employees are determined. The results show that potential employees in the hotel industry prefer those employers who support career advancement as well as training and employee development. These are the functional attributes of the employer that describe the desirable elements of employment in the company (Backhaus, & Tikoo, 2004). Promoting these attributes of an employer brand attractiveness can help potential employees to understand how company operates (Tkalac Verčić, 2021). Authors (Backhaus, & Tikoo, 2004; Bellou *et al.*, 2018; Lee *et al.*, 2018; Santiago, 2019) also concluded that career advancement, training and development are crucial for potential employees. Kaur and Shah (2021) point out the connection between these two attributes by the fact that improvement of knowledge and skills, due to training and development, provides greater opportunities for career advancement, which leads to the greater organizational commitment of employees. Ognjanović (2019) connects working conditions that are a consequence, among other things, of available training and development programs as well as opportunities for career advancement, with employee satisfaction. Backhaus and Tikoo (2004) state that thanks to the “career advancement” attribute, the number of qualified candidates applying for professional jobs has increased by 30%. Baum and Nickson (1998) believe that training and development are the main motivators of employee work that can lead to a reduction in attrition rates. Learning and development provide benefits such as stimulating engagement and desired behavior in the workplace as well as strengthening the identity of employees in the organization (Kaur, & Shah, 2021). Kucherov and Zavyalova (2012) conclude that investing in training and development also contributes to the company through the provision of appropriate economic benefits.



Jain and Bhatt (2015) believe that training and learning can help potential employees in honing their employability. It should also be noted that the attributes of career advancement and training and development are symbolic attributes of employer brand attractiveness, whose information cannot be obtained completely accurately by potential employees (Younis, & Hammad, 2021).

What is interesting is that salary, a financial benefit that the employees get in exchange for their invested work and effort, ranks third in importance. The fact that the research was conducted in a developing country makes this fact even more surprising. These results are in line with the conclusion of Santiago (2019) that economic attributes are not crucial for applicants when considering future jobs. This is a positive signal for all managers because it is more important to potential employees how the management treats the knowledge and development of employees than the amount of salary they are paid. If the employees are ready to improve, that will bring additional benefits to the hotels because they will work more efficiently, which will also affect the satisfaction of the guests.

In the last place of the preferred attributes is the development of “corporate reputation” and “corporate culture” in the hotel. Potential employees do not link corporate reputation to the reputation of the employer, which can only further motivate the management of companies to invest and develop the attractiveness of the employer brand. The results also show that respondents still do not have a developed awareness of the importance of corporate culture in the business of hotel companies. Finally, it should be noted that the development of the attractiveness of the employer is not the task of one department but of the entire company where the employer plays a central and important role (Brusch *et al.*, 2018).

The second research question relates to checking the difference in preferred attributes among potential employees with work experience and no work experience. The sample was observed according to three criteria: gender of respondent, age, and level of education. The results are shown in Table 2 and Table 3.

Table 2. Preferred attributes of employer brand attractiveness among potential employees without work experience according to the criteria (gender, age, level of education)

Criterion	Preferred attributes of employer brand	Percentage response rate
Gender		
Male	„The employer offers training and development opportunities for employees“	41
Female	„The employer provides opportunities for career advancement“	29
Age		
up to 20 years	-	-
21 - 30	„The employer offers training and development opportunities for employee“	31
31 and above	„The employer offers training and development opportunities for employee“ and	29
	„The employer offers a meaningful and interesting job“	29
Level of Education		
Bachelor study	„The employer offers training and development opportunities for employee“	31
Master study	„The employer provides opportunities for career advancement“	44

Source: Author



The results in Table 2 show that potential employees without work experience prefer attributes training and development and career advancement, which is in line with the results obtained for the whole sample. An additional preferred attribute by older potential employees without work experience is a meaningful and interesting job. Employers, in addition to training and developing employees and their career advancement, must insist on introducing creativity into regular work tasks.

Table 3. Preferred attributes of employer brand attractiveness among potential employees with work experience according to the criteria (gender, age, level of education)

Criterion	Preferred attributes of employer brand	Percentage response rate
Gender		
Male	„The employer provides opportunities for career advancement“	39
Female	„The employer provides opportunities for career advancement“	41
Age		
up to 20 years	-	-
21 - 30	„The employer provides opportunities for career advancement“	40
31 and above	„The employer offers training and development opportunities for employee“	50
Level of Education		
Bachelor study	„The employer provides opportunities for career advancement“	39
Master study	„The employer provides opportunities for career advancement“	47

Source: Author

The results in Table 3 show that employees with work experience prefer the career advancement attribute. These respondents prioritize career development over the financial benefits they can gain by working for an employer. This means that with the increase of work experience, employees become more and more interested in the non-financial benefits that the employer provides them.

CONCLUSION

Based on the obtained research results, answers to research questions were given. Potential employees in the hotel industry prefer the following attributes of employer brand attractiveness: “career advancement” and “employee training and development”. Employee motivation to work for an employer that provides opportunities for training and advancement of employees brings numerous benefits to hotels since employee development contributes to the development of quality hotel services, more efficient work of employees, and, thus, better organizational performance. These results show that potential employees are willing to invest in their knowledge and improve it, which increases the value of human capital for hotels. The least preferred attributes are “corporate reputation” and “corporate culture”.



The results show that potential employees without work experience prefer the attributes of training and development and career advancement. In this situation, potential employees, by improving their knowledge, contribute to the growth of the value of human capital. The preferred attribute of employer brand attractiveness among potential employees with work experience is career advancement. Potential employees expect a non-financial benefit in terms of promotion and a better position in the hotel because they will become satisfied with their job.

Information about preferred attributes of employer brand attractiveness can be useful for hotel management because they know the character of potential employees, recognize the values and principles that potential employees value. Recognizing the character of potential employees and the employer attributes which they prefer, facilitates the process of selecting employees for hotel management. By choosing the preferred attributes of the employer, business culture is formed among the employees with a clear attitude what the priorities of work are and whether they choose to stay with the employer.

Managerial implication. The results of the research can help hotel management by pointing them to the attributes of employer brand attractiveness that they need to specifically analyze and develop. The hotel industry is not known as an attractive option when it comes to employment, and therefore does the management would have to deal with the employees and develop appropriate benefits, to attract and keep the best candidates in the hotel. The situation in the labor market of the hotel industry in the Republic of Serbia is quite favorable if we consider that the preferred attributes of employer attractiveness are “career advancement” and “employee training and development”. Potential employees are aware that by developing and improving their knowledge, skills, and abilities, they can achieve personal satisfaction, through career advancement, as well as hotel management satisfaction, by improving the quality of hotel services and work efficiency. This should be supported by the hotel management in terms of developing and providing preferred attributes to potential employees.

Limitation. Research has several limitations. First, the respondents are students of the Hotel Management department who are expected to work in the hotel industry in the future. The research does not include potential employees who are active job seekers in the labor market in the hotel industry. Second, the research does not link the preferred attributes of employer brand attractiveness to any of the hotel business factors. The research concluded in a broader context would consider the implications of employer brand attractiveness for the hotel business while analyzing possible connections with some of the key business factors. For these reasons, no additional analyzes and research methods have been performed that would give a more comprehensive overview of the factors that affect the employer brand attractiveness. Third, the research does not provide an answer to the question of whether the surveyed potential employees would apply for a job in a company with developed preferred attributes. We cannot claim with certainty that these are the attributes of the employer that would stimulate potential applicants to apply for open job position. Fourth, certain attributes of employer brand attractiveness are observed through only one question (psychological, economic, and organizational attributes). More detailed results could be obtained in the case of observing attributes through multiple questions as well as by including some additional attributes (job security, work-life balance, etc.).

Future research could be based on observing many attributes of employer brand attractiveness. Such attributes could be related primarily to the applicants’ desire to apply for a job as well as to some other factors of the hotel business. Future research could also be based on a comparative analysis of the preferred attributes of employer brand attractiveness between the hotel industry and some other service industries.



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PREFERIRANI ATRIBUTI ATRAKTIVNOSTI BRENDA POSLODAVCA MEĐU POTENCIJALNO ZAPOSLENIMA U HOTELSKOJ INDUSTRIJI

Rezime:

Uspešno upravljanje preferiranim atributima atraktivnosti brenda poslodavca pruža odgovarajuće prednosti hotelima. Cilj istraživanja u radu jeste da ispita preferirane atribute atraktivnosti brenda poslodavca među potencijalno zaposlenima u hotelskoj industriji. Istraživanje je sprovedeno na Fakultetu za hotelijerstvo i turizam i obuhvata 148 studenata završne godine osnovnih akademskih studija i studenata master studija, smeru Menadžment u hotelijerstvu. U radu je korišćena deskriptivna statistika. Analizom rezultata može se zaključiti da su preferirani atributi atraktivnosti brenda poslodavca razvoj karijere, razvoj karijere, obuka i razvoj zaposlenih. Želja zaposlenih da rade kod poslodavca koji pruža mogućnost usavršavanja i napredovanja zaposlenih donosi brojne koristi i hotelima, budući da razvoj zaposlenih doprinosi razvoju kvaliteta hotelskih usluga, efikasnijem radu zaposlenih, pa samim tim i boljim organizacionim performansama. Najmanje preferirani atributi atraktivnosti brenda poslodavca među potencijalno zaposlenima u hotelijerstvu su „korporativna reputacija“ i „korporativna kultura“.

Ključne reči:

atraktivnost brenda poslodavca,
potencijalno zaposleni,
atributi atraktivnosti brenda
poslodavca,
hotel.