UNIVERSITY OF MACEDONIA

Master in Human Resource Management

"The role of Employer Branding in Talent Management"

Maria D. Natsiou

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Contents

Abstract

Examining the potential effects of employer branding on the different aspects of talent management is the goal of this research. Any organization's key to the success is its talented workforce, which makes a significant contribution to its growth. A key competitive driver for organizational performance is a talented personnel and their organizational attractiveness in order to stay productive. Employer branding, which fosters the positive involvement at work among organizational members, is widely recognized as a critical component of corporate success. Employers find it difficult to attract and retain skilled and qualified employees in the framework of economic competition and globalization.

Finding exceptional employees—who are viewed as the core of any business—is one of the main business issues. The market will continue to have a strong demand for talented workers, but the talent pool will also be small. Employers have an advantage in the so-called "world for talent" thanks to their strong employer branding, which is essential for recruiting high-performing workers. Organizations need to focus even more on meeting their personnel management demands as the employment market grows more competitive and complex.

 Organizations, especially in the hospitality industry in Greece, need to focus even more on meeting their personnel management demands as the employment market grows more competitive and complex. Being able to find and keep the proper fit is crucial. By attracting the right personnel, organizations are building and creating a brand image that reflects their values and philosophy and meets their talent management goals. Employer branding, which derives its origins from marketing and branding literature, has become increasingly important in creating a positive perception of the company as an employer of choice. The article explores the role that employer branding can play in fostering a talent pool of experienced candidates as well as in supporting an organization's internal brand-building initiative.

The process of building the brand is long and necessitates the dedication and support of everyone in the firm. If handled correctly, it proceeds to produce brand ambassadors for the company and, as a result, establishes the company as an employer of choice. In order to determine the influence of employer branding on talent management, the process of branding organizations that may be implemented, and how certain global businesses are harnessing the power of an effective brand, this study analyzes the body of existing literature.

1. Introduction

Nowadays, the needs and the challenges that companies face have increased their efforts to attract employees and prevent them from quitting their jobs. The recent trends of the organizational structure and the society in general have caused a crucial demand for talented employees and the demand has become a global concern (Bethke-Langenegger et al., 2011). The way that companies hire and manage talented people provides them competitive advantage (Gallardo- Gallardo, E. et al., 2013). One of the most important resources is the human capital and as a result, developing strategies on how to attract and retain qualified employees is a necessary strategy for the organizations (Noe, R. A. et. al, 2012).

Traditionally, the term branding focuses on organizations' efforts to promote their products and services, by taking into consideration the customer perspective. Recently, due to the demand for skilled and competent employees, branding is increasingly used in human resources management in order for organizations to gain competitive advantage and become unique and attractive (Schlager, T. et. al, 2011). The scope of branding has been expanding and does not include only the prospective and current customers, but also the potential and current workforce (Mohammed, A. Q., 2019). The deficiency of labor, the global competition and the tendency of talented people to change careers often, resulted in a constantly increased effort by organizations to attract but also retain their human capital (Jain, N. & Bhatt, P., 2015). They are always trying to develop ways and processes that maybe will be unique and special for the employees and candidate talent. Factors that can increase the attractiveness of businesses are their compensation and benefits strategy, training and developing opportunities, work- life balance, working environment, performance management etc.

Furthermore, talent management is becoming valuable because attracting and retaining qualified employees with specific competences and profiles is extremely difficult. Moreover, talent management leads practices for assigned communities and gives recommendations to support business strategy, including performance management, employee relations, and career development for leaders in the community. Talent management has emerged as the solution to current HR challenges and the key to organizational effectiveness. . The reputation that the

organization has can play an important role in this war for talent (Elving, W. J. et. al, 2013). One of the main key ideas of employer branding is the way that the organizations communicate their image to their future and current workforce. The reputation of the business can play a decisive role in the forming of the employer brand, which is a component of the main human resources strategies.

Employer's value proposition encompasses each organization's mission, values, and culture, and gives employees a powerful reason to work for the company. It is everything your company can offer as an employer, in exchange for all the skills and experience your employees bring to the table.

2. Aim of the thesis

Employer branding is included into organizations' efforts to address the issues of attracting talent since it positions them as a desirable employer in the minds of applicants. Numerous studies have tried to pinpoint the elements that make an employer appealing. An employer's image appeal rises when it has a good reputation, hence employer branding and corporate branding are inextricably linked. There is a positive association between employer branding and the perception of an organization, which draws in more candidates and makes them more likely to apply for jobs.

The aim of this study is to indicate the connection between employer branding and talent management. There will be an effort to explain, from a theoretical perspective, the role of the employer brand in the development and establishment of talent management practices and the importance for the organization to adjust to the new demands of the labor market. There is an effort to provide a holistic theoretical approach regarding the influence of employer branding on the different aspects of talent management under the prism of rapid development of technology and general digital transformation. Finally yet importantly, there will be an effort to indicate the role and the effect of the connection of these factors on the organization of the tourism sector in Greece.

With a specific emphasis on the tourism sector in Greece, the purpose of this study is to examine the role that employer branding plays in luring and keeping talented workers. The current research aims to analyze the literature on talent management, employer branding, in the hotel sector and makes use of the findings. This paper aims to provide the HR practitioners in the tourism industry in Greece with a better understanding of the concepts of talent management and employer branding and their usage in the attraction and retention of staff, at a time when staff are in short supply and the characteristics and aspirations of the candidates are a concern for this specific sector. The hotel industry is currently experiencing a talent shortage to fill open positions.

3. Theoretical background

There are two important theories, which constitute the theoretical basis of the study. The first one is the social exchange theory, which argues, "social change and stability is a process of negotiated exchange" (Emerson, 1976). According to that theory, the relationship between the employer and the employees is as the other human relationship and their behavior follows the exchange process. When the employer provides the employees with value and recognition, they give in return loyalty.

The second theory is the reciprocity theory according to which there is "a rule that implies the one should repay and individuals reward kind actions and punish the unkind ones" (Paese & Gilin, 2000). According to that theory, the employees have the tendency to stay in the companies because they are bound to do so, due to the benefits that the organization offers to them. These benefits can be job satisfaction, security, motivation, payment, professional development etc.

Both theories indicate that the reaction that the employees might have can enhance the retention trend in the organization and decrease the turnover levels. In addition, when an organization has a strong reputation as the best Employer, this might have positive outcomes in attracting talents, who may be attracted by the good conditions and the practices of the organization. The enterprises are social entities and they consist of employers and employees. Especially, regarding the attraction, the relationship and the interaction between them can play an important role in the

forming of the image and the reputation of the employer. Organizations with a strong employer brand might have a more solid mission and culture, which can result in higher levels of faithfulness by the employees and employees' commitment and engagement. The employers can exploit the reactions of their employees in order to create a great image and a unique employer brand. Employees who feel that they belong in a specific enterprise and they feel proud of that, can become a tool for the employers in order to build reputation and the inimitable and distinctive image.

Considering the preceding analysis, it is rational to proceed with reviewing the employer branding theory. There will be an effort to better understand the term and its main aspects and implications of the organization's lifetime.

4. Employer Branding

According to Amber and Barrow, employer branding is the package of functional economic and psychological benefits provided by the employment, and identified with the employing company. An employer brand or what it is also known as your "talent" or "people" brand is about defining the essence of your company, both how it is unique and what it stands for. Employer Branding ensures compliance with high quality standards of the global employer brand guidelines and strategy and drives operational recruitment marketing and brand campaigns efficiently. For better understanding, there are some similar characteristics between the employer brand and the traditional corporate brand. Both ideas create a stable image, which is aligned with what is actually in the organization. The most obvious difference is that the employer brand includes both external and internal stakeholders. Employer branding partners with all stakeholders and builds strategies and uses influencing skills to make sure the talent pool for the specific scope is Diverse. Possesses Leadership skills, upholds company's values and embraces the vision and culture of the company. It is an organizational strategy and process, which is applicable for both current staff and prospective employees. Moreover, brings in new and disruptive ways of attracting talent, employer branding and recruitment marketing. By contrast, the corporate brand is created in order to serve

the purpose of attracting external stakeholders, such as current and future customers Employer branding is not only a tactic of the organization to attract new employees but also to ensure the loyalty of the existing workforce (Arachchige & Robertson, 2013). Therefore, it is not only a strategy that can influence the recruitment and selection process but also the whole reputation and image of the organization.

According to the literature, the benefits of employer branding are multiple and they are divided in three groups, functional, economic and emotional (Ambler & Barrow, 1996). The economic benefits are regarding the payment, salaries, bonuses, pay raises and fairness in general. The emotional benefits include the motivation, satisfaction, the work life balance etc and the functional benefits are more related to job security, working environment, professionalism, equipment, training and development opportunities etc. (Barrow & Mosley, 2011). The employers should focus more on emotional benefits, which are more difficult to be imitated and they can be unique and specific.

This tactic can influence both the attracting and then the retention of the talented workforce. Talent Management, because it is a strategic pillar of HRM, and has a strong human factor, causes reactions in employees (Al Ariss et al., 2014). In general, one of the key questions that Talent Management is required to answer is how to find talent or employees with high expectations and abilities in order to place them in the appropriate positions in the organization (Boudreau & Ramstad, 2005). It is also crucial to answer whether or not employees identified as talents will be informed about this "identity" or not. This has been of particular concern to organizations and researchers for two main reasons. Firstly, if it is not known to a high performing employee that they are and are recognized in the company as a talent, this could cause resentment and frustration. On the other hand, if it is known, it may reduce motivation and the sense of commitment of employees who are not recognized by the organization as talent. However, research has shown that employees' perception of the organization's Talent Management practices and decisions can influence the behaviors of employees responsible for the organization's overall performance. In

case that these practices can be combined with effective employer branding, the outcomes for recruitment, development and retention of the talented workforce will be efficient and positive.

More generally, since a prospective employee understands what to expect from a job and is more likely to be satisfied with the position, an effective and truthful employer branding plan can lower turnover rates and boost employee productivity (Backhaus & Tikoo 2004). This information asymmetry may tempt applicants to conduct their own research, when the employer's communication of information about the position and firm is inadequate. In this situation, job candidates frequently rely on other perceptions about the business to determine whether the employer is appealing. Therefore, employer-branding initiatives should focus on decreasing information asymmetry by presenting the company's identity, which is based on the firm's values and principles (Edwards, 2010). By doing so, the employer becomes more appealing and there is less chance that they will hire job applicants who are not qualified (Wilden et al., 2010). The company's reputation is based on your employer brand. It functions as the message the organization uses to draw in applicants and clients, and it distinguishes itself from your rivals as the greatest in the industry. On the other hand the basis of the employer branding , in order to be spread and persuade both the current workforce to remain and the prospective talents, is the employer value proposition which is closely related to the perks, rewards, advantages and incentives, the company provides. Potential employees may be drawn to the employer brand, but it's a great employer value proposition that will convince them to join the team.

a.   Employer Value Proposition

The employer branding is a process during which the organization builds an identity, which will contribute in winning the war for talent. The employers create the image of the best working place and use suitable means of communication in order to invite and engage both potential and existing talented staff (Pawar, A. 2020). The first stage of employer brand creation is the development of an **employer value proposition.** Nowadays, the burden of the active personnel recruitment and selection process has been shifted from the employer to the employee, and for that reason, there is discussion about a talent war. The employees are highly qualified and they have many options for

jobs. In this competitive labor market, the businesses should find ways to attract and retain the top talents (Heger, B. K., 2007). For that organizational purpose, the employer value proposition plays an important role, because it describes the promise that the employer makes regarding the benefits, which can be provided with the potential and current employees. In return, the employees can bring educational background, skills, and working experience that can contribute to the overall progress of the organization (Ergun & Tatar, 2018). This unique set of the offering of the employers included values related to culture such as managers support, trustiness, social responsibility etc, compensation and benefits such as insurance, salary satisfaction, fair performance evaluation system etc, career such as training and developing chances, proper feedback process etc and work environment such as stability, flexibility, work life balance, recognition, work autonomy etc.

From the employer point of view, the first step, that should be taken, is to capture the perception of the organizational identity, the culture and the general employer image that the existing and potential staff might have. Companies should search for people with creative thinking and capacity to think out of the box, who bring new and disruptive ideas. The organization, through the feedback process, should understand the reason potential employees choose this company and existing staff leave the company, the organizational features that the existing employees value the most etc. After that, and according to the employer value proposition order, the organization can build its image that can influence the employee engagements and be aligned with the defined strategic objectives (Monteiro, et. al, 2020). Both the current workforce and the prospective employees will have a clear and realistic picture of the company that will be unique and different from the others.

The next step is the external and internal marketing. The organization should promote their employer value proposition to the potential employees in order to attract and select talents. A strong employer value proposition is a key driver for talent management because it can help recruit and retain talented employees whose personal ambitions and goals can be aligned with the organizational goal and vision. Regarding the current personnel, making a comprehensive employer value proposition and promoting it to the current staff, create a great employee experience and convert the existing workforce to brand advocates. The employees can be the most

important source of advertising and the employer value propositions can be reflected in the everyday business operation.

According to the above, one of the most valuable impacts of the employer value proposition is the attracting and retaining of top talents by improving the company reputation and reducing the turnover rates. In addition, it can help in optimizing the business expenses by lowering the recruitment costs and facilitating the hiring process.

Also, one result of a compelling employer value proposition is the improvement of employee experience by enhancing the employee engagement and commitment. The human capital constitutes a significant tool for the management, and the organization should consider it a strategic key that has to be involved in the business goal achievement. The employer branding through a solid employer value proposition has an impact on employee engagement. The person - organization fit plays an important role in this connection. The person - organization fit is the substantial link between the employer brand and the employee engagement. What the organization provided is what the employees request and both have mutual vision. On this basis, the employees contribute and add value to the organization in return for the benefits that are promised and actually provided by the company. The strategies that are used to develop employer value proposition increase the sense of belonging and the loyalty of the existing workforce. They are willing to achieve the company's goals because they feel that the employer appreciates their effort and their added value and recognizes their talented and superior skills.

Employer Branding is used by the firms to boost organizational competitiveness in the war of talent as a result of the problem of meeting workforce demands. The following is an analysis of the dimensions of the employer branding which are the core elements that can contribute in the building of a strong and solid employer value proposition.

b.   Dimensions of employer branding

It is necessary for the organizations to develop an employer brand strategy, which helps them to manage their human resources effectively. They have to differentiate themselves from the competitors in order to win the war for talent by providing an attractive package of offerings. This is why the enterprises are forced to identify the attributes that are more attractive and essential for employment.

A crucial part of communicating and creating distinctive job opportunities and snapshots of employee-employer relationships is served by human resource development policies and procedures. A unique work environment provided by the employer aids in acquiring and keeping talent while fostering trust (Burke et al., 2007). A company's efforts to support its employees also contribute to the development and enhancement of the employer-branding phenomenon. Additionally, workers show their appreciation for the organization's support by performing better and with low levels of turnover and absenteeism. Employer branding aids businesses in keeping top employees by decreasing their desire to leave. Consequently, an effectively managed employer brand increases employee satisfaction, engagement, and productivity.

The most significant aspects of employer branding are those described by Berthon et al. (2005) as the following, taking into account all the prior dimensions based on the research literature and congruent with the goal of the current study.

Interest value

The employing company offers a particular type of psychological advantage known as interest value. Researchers (Berthon et al., 2005) claim that "interest value" measures an organization's ability to leverage its employees' skills to generate products and services, offer a pleasant working environment, and adhere to novel work practices. Understanding what current and potential employees value most in terms of job experience is essential due to the ongoing shift in employee expectations, as this is what inevitably motivates them to stay with a company for a long time. According to Schlager et al. (2011), "difficult activities" and "wide variations of jobs" are

significant to take into account while evaluating the interest value as fascinating job attributes related with greater levels of job satisfaction. Jobs that involve creativity also tend to have higher work satisfaction and lower turnover rates. By combining HR objectives with organizational functions like marketing, people begin to identify with the components that constitute the firm and develop strong identification.

Social value

The social value factor is also thought of as a psychological advantage that employers offer. "Social value," according to Berthon et al. (2005), is the value that measures the amount to which an employer creates a work atmosphere that is full of fun and enjoyment, creates good collegial relationships, and supports a team culture.

One of the key factors in employee retention is a fun and joyful work environment (Michelman, 2003; Moncarz et al., 2009; Wildes, 2007). Relations with superiors and colleagues have been examined as significant indicators of employees' decisions to remain with a company (Hausknecht et al., 2009). According to research by Golden and Veiga (2008), relationships between superiors and subordinates have a significant influence on people's performance at work, including organizational dedication, which reduces absenteeism and turnover (Meyer and Allen, 1997; Riketta, 2002). In conclusion, social value is the degree to which a person is attracted to a company that promotes a pleasurable work environment and fosters positive coworker relationships and teamwork.

Economic value

The economic value measures the extent to which a person is attracted to a company that offers competitive pay, advancement prospects, and job stability.It is defined as "the value that assesses the extent to which an organization provides an above average salary, compensation package, job security and promotional opportunities" (Berthon et al., 2005). It consists of highly competitive pay and recognition that foster favorable employee attitudes and high aspirations to remain in organizations. The accessibility of bonuses and perks within the company aids in recruiting, keeping talent and influencing employees' decisions to stay. Employee turnover is

strongly correlated with financial incentives. Important determinant of employees' intent to leave is the salary satisfaction.

Development value

The development value determines the degree to which a person is attracted by a job that might give her/him recognition and self - confidence. It defines the employees feeling that the tasks that they are doing are important for the organization's growth and the way that they accomplish them is appropriate according to the business standards.

Application value

The application value measures the extent to which an individual is drawn to an employer who provides incentives for staff to apply what they have learned and carries a humanitarian environment that aims to contribute to the society

Researches has shown that there is a positive correlation between the five dimensions of the employer branding and the overall attractiveness. While in this section, there is an identification of the various components and aspects of the employer branding, the next section covers a variety of the results that emerge from the process of employer branding being implemented successfully.

5. Outcomes of Employer Branding

Employer branding refers to the company's view by current and potential employees as the best place to work. Employer branding has become essential for many businesses as they all strive to recruit in, train, and keep on to the best people. Employer branding must attract in and share to both current and potential employees the appealing employee value proposition they have created. Organizations can influence their employees' performance of the promised brand thanks to excellent internal and external branding, presuming that the employees are happy with the organization (Kaur & Syal, 2013). In general, employer branding is defined as a management tactic for maintaining current employees and luring the best talent, (Bussin & Mouton 2019). Organizations have come to the realization that having a strong, distinct, and clear employer brand is the best approach to stand out in the competitive job market (Chhabra & Sharma, 2014).

Employee engagement is one of the most important and obvious outcomes of employer branding (Bhasin et al., 2019). When thinking about achieving the competitive advantage, engaging the skilled staff has become a crucial HR mission. Employee engagement was characterized as being actively present when performing work while voluntarily putting up intellectual effort, feeling good, and building meaningful connections with others (Davies et al. 2018). Employer branding is positively correlated with employee engagement and negatively correlated with intention to leave the company (Yadav et al.,2020). Employer branding is positively related with employee engagement and person-organization fit, according to research findings by Chawla (2020). According to research, developing employer branding strategies has a favorable impact on employee engagement (Love & Singh, 2011). The amount to which employees are willing to retain and put in extra effort to contribute to the success of the organization can be interpreted, from the aforementioned definitions, as employee engagement. Businesses must develop plans that will not only recruit qualified workers but also actively include them in the organizations (Srivastava & Bhatnagar, 2010).

Furthermore, research findings indicate that employer branding has a favorable impact on organizational citizenship behavior and **job satisfaction** (Kaur et al., 2020). Having a strong employer brand positively affects employee satisfaction and influences the psychological contract

of employees (Tanwar & Prasad, 2016). Employee satisfaction is referred to as general contentment with the employer (Davies et al., 2018). According to Slavkovi et al. (2018), improving interpersonal working relationships, increasing productivity, and lowering turnover and absence rates are all dependent on employee satisfaction and happiness. Employer branding can be considered a crucial prerequisite for a successful recruitment process because it influences employee happiness as well. Firms who are successful at both internal and external branding are better able to influence their employees to deliver on brand promises, presuming that the organizations have delighted the employees (Kaur & Syal, 2013).

According to Sutherland et al. (2002) employee branding directly impacts **the Employee retention**. Strategies for retention should be created to determine the factors that influence people's decisions to join, quit, and join other organizations instead of their current ones. Internal brand is favorably correlated with staff retention, according to Dechawatanapaisal (2018). Employer branding has been shown to have an impact on employee retention by Arasanmi & Krishna (2019). Retention refers to a situation in which workers choose to work and remain with the company. For many firms today, finding and keeping a talented staff is a major concern. For businesses, having knowledgeable and experienced personnel is a major competitive advantage. Critically crucial to an organization's success as attracting new hires is staff retention. Career growth and image, according to Ahmad et al. (2020), are variables that affect employee retention.

In general, building a strong employer brand lowers the cost of hiring new employees and increases employee engagement and retention. Employee satisfaction, commitment, and turnover and absenteeism are influenced by company brand perceptions. Numerous studies have confirmed the beneficial effects of employer branding on employee engagement and retention. (Botha et al., 2011; Sokro, 2012; and Dhanalakshmi and Balanaga Gurunathan, 2014).

6. Talent management

Considering the general impact that the employer branding has, it is rational and eesential for the requirements of the current study to explore the talent managements literature. In this approach, the connection between the employer branding and the talent managements will become clearer after the clarification of the impact that the former has on the latter.

Talent Management is one of the core HR practices, which aims to attract, develop and retain the most talented employees available in the labor market and has emerged as the solution to current HR challenges and the key to corporate effectiveness (Collings & Mellahi, 2009). A talent management strategy is an adaptable system of nurturing the human assets of the company through innovative recruitment and performance management initiatives. It allows you to implement methods that improve your standard talent management process to take advantage of your human capital in driving growth and success for the company. With employee talent as your company's performance lever, having a talent management strategy helps you attract and retain employees, especially the top-performing ones. At the same time, it enables you to meet the needs and expectations of employees so they feel satisfied and have a sense of growth.

One of the most important definitions is that talent can be defined as the sum of a person's capabilities and skills, such as attitude, experience, intelligence, and critical thinking. It also includes the individuals' ability to learn and develop within the environment in which they work (Vaiman et al., 2012).

Talent management generally refers to the process of assessing the human capital needs of a company and developing a plan that is directly related to the achievement of its corporate objectives. It is a continuous process the basic aim of which is the achievement of the main purposes of the company, which is accomplished through the attraction, development and the retention of talented people that provide the organization with a competitive advantage over competitors (Thunnissen, 2013). The reasons that talent management is not only useful but also necessary are multiple. The global economy and the competitive and dynamic labor market has created to the organizations the need for employees who are able to face that complexity with

effectiveness in order to gain sustainable growth. These employees are known as high potential employees and HR practices that are aimed to increase their commitment, have a positive impact to the organization.

The Talent Management leads the organization globally with a global accountability for talent acquisition, performance management, succession planning, learning & development, and diversity & inclusion. Moreover, is responsible for the design, development, and implementation, of innovative strategies around talent management and organizational effectiveness (Including Culture & Diversity) such as selection and assessment, succession planning, performance management, leadership development, change management, and communications. Should partner with senior leaders to thoroughly understand business strategy and align talent, culture, and capabilities to support short and long-term organizational objectives (i.e. drive revenue growth, improve operating margins, increase human capital efficiency, and strengthen people capabilities).

Inadequate and inefficient employee recruitment can cause negative effects such as financial damage even damage to the organizational reputation. This means that organizations need to prioritize systems and processes that lead to improved performance and employee engagement (Dixit et al., 2018). One of the best practices in order to do that is talent management which includes seven distinct elements that, when implemented and are strategically combined, give the organization a competitive advantage. These factors are staff planning, talent attraction and retention, performance management, training and development, motivation, career development, and reward systems.

The process of training and incorporating new employees, strengthening and retaining current employees, and luring highly qualified individuals to the business is referred to as talent management. Talent management is an established practice that dates back to the 1990s and is still in use today as more businesses understand how important their employees' talents and abilities are to their bottom line. These businesses create strategies and procedures to monitor and manage

its talent, such a attracting and recruiting qualified candidates, training and development opportunities and retention programs.

Talent Attraction

Recruiting the best candidates and top achievers is the first step in talent management methods. Finding and getting fresh talent with high capabilities who will be a wonderful benefit for the company is known as talent attraction. This process also involves assessing candidates to determine who will be the greatest fit for the position's criteria and the company culture (Carusi & Cipollone, 2016). Organizations can use a variety of hiring strategies, both internal and external, to find and hire outstanding individuals (Dessler, 2015).

According to the literature, the talent attraction process can be based on two essential factors. The first one is the employee value proposition which includes what the company offers to prospective and current staff, how the employees value these offerings and then what will convince them to join the company (Armstrong & Taylor, 2014). The second aspect is the employer brand, which describes the organization's image as a good employer.

Talent development

The term is defined as the attempt to enhance employees' skills and knowledge regarding a number of different tasks as well as to build employees' strengths beyond those demanded by the job role (Mathis et al. 2014). The talent development process consists of four steps: addressing the employees who need development, determining which areas of expertise to develop, assessing the results and providing further direction and guidance (Garavan et al. 2012).

It encompasses all of your company's programs and projects that promote employee training and advancement. Successful talent development requires processes and programs that are adapted to the needs of the organization as well as the goals and interests of team members. The talent development strategy prepares employees for potential future career paths The goal is to identify training needs, provide learning and training opportunities, and encourage employees to grow in accordance with organizational objectives.

For that reason, talent development is included in the employer value proposition and constitutes an aspect of the employer branding policy.

Talent retention

After attracting and developing talented employees, organizations must take the necessary measures to retain them (Al-Azzam & Al-Quraan, 2019). Because they are key which plays an important role in the continuous business success and stability (Turner & Kalman, 2014). Talent retention is the organization's strategy aimed to maintain a stable workforce, and decrease the levels of workforce turnover (Rothwell, 2016). According to researches 78% of companies have lost talent due to lack of career development opportunities. Nearly half of employees cited lack of career path transparency and career progression opportunities as the reasons for leaving.

Firstly, one of the main purposes that a retention plan should have is to increase employee engagement. High levels of employee engagement indicate that team members believe they are an integral part of the business and that they understand that they are working to achieve the organization goals. Some competitive benefits or attractive perks can keep the employees engaged. Also, the companies can boost their motivation with regular activities such as employee surveys, or idea management which both give voice to employees and cultivate appreciative interaction. Give employees the chance to grow with a hub of opportunities from mentoring, projects, learning and more. Make intelligent recommendations based on work preferences, cognitive style, and desired skills. Employees feel valued when given suggestions that keep their career moving forward.

The organizations that invest in skill development and career growth of the talent is the way to ensure a profitable corporate future. Professionals are more likely to stay in a company that offers upskilling opportunities. By providing training and development opportunities, employees feel supported and encouraged to acquire the skills and certifications that will help the organization to succeed. It may seem like a costly investment at first, but in the long-run, it will equip your employees with the skills and the knowledge they need to "win" the competition.

Employee recognition and talent retention are inextricably linked. When employees are recognized at work, they are happier. Employee recognition can lead to additional retention benefits such as keeping employees motivated, boosting customer satisfaction, fostering a healthy workplace culture, enhancing employees' relationships with their coworkers and lowering reliance on managers.

Top talent expects more than just the option of working remotely; they want flexible working hours that allow them to maintain a better work-life balance. Providing flexibility in terms of working hours and location is another way that can enhance the employees retention. Flexible working arrangements can help increase retention in a variety of ways, including the increase of employee trust, an appealing brand and company culture, stress reduction in teams and improved work-life balance.

Generally, the influence and the consequences that these above aspects of the talent management may have can be measured by the employees'' reactions. The assumption that talent is in short supply and that corporations are engaged in a talent war is the basis for the current interest in this field. Unexpectedly, one component of talent management relates to the experiences, perceptions, and viewpoints of individuals who have been identified as talent in comparison to the majority of the workforce, which consists of people who are not part of talent pools. I the next section, there will be an effort to categorize these kind of reactions and explain the role that maybe they play on the image of the organization.

Employee Reactions

Generally, research has shown that the employees perception of talent management practices and decision-making by the management, can influence the behavior of employees who are strictly linked with the organization's overall performance (Boxall & Macky, 2009). The way an organization defines what is talent and what is not, determines the objectives of Talent Management. These goals that are set by the organization are used to guide the establishment of talent management policies , which help them to design a well-organized and perfectly harmonized talent management system (Boudreau & Ramstad, 2005). On the other hand, the term employee reactions includes employee attitudes and behavior towards this system, followed by the organization (Kontoghiorghes, 2016).

Specifically, according to the literature review, employee reactions are divided into three categories. The first category is the Effective reactions and includes all emotions caused by talent management. More precisely, this category is classified into two subcategories, positive such as engagement, satisfaction, trust, and motivation, and negative such as stress, anxiety, and identity crisis (De Boeck et al., 2018). Some talent management practices, such as engagement practices, evaluation processes, talent development, and performance management, have been observed to elicit positive emotional reactions to talent, such as employee identification and job satisfaction. (Pandita & Ray, 2018). On the other hand, talented employees have been found to have higher levels of anxiety (negative emotional reactions).

The second category is the cognitive response, which includes all employee thoughts and beliefs regarding talent management (Johennesse & Chou, 2017). This includes their perceptions about the knowledge, skills and abilities that are required by the company. The high potential employees are less likely to show loyalty to their organizations (Asag-Gau & Dierendonck, 2011). Instead, they believe the organization has fallen short of its promises. Talents believe that they are entitled to the opportunities offered by the organization and they feel dissatisfied and frustrated because the organization is not clear or transparent about the career opportunities and job advancements.

The third category is employee behavioral reactions. This includes behavioral tendencies and even the realization of those behaviors. These include, for example, a tendency to stay in the same organization, a tendency to stay in the same role, or a tendency to stay in roles with higher opportunities (Baharin & Hanafi, 2018). More specifically, there is a positive relationship between talent management practices and talent behavioral reactions. Employees who are perceived as talented are more likely to stay with the same employer and perform better at their jobs than those who are not perceived as talented (King, 2016).

Furthermore, employees identified as talented may react negatively to talent management. One reason this happens is the risk of the breach of psychological contract (Mensah, 2019). Not all employees have the same perceptions of their engagement with their employer, because they are not able to realize the importance of talent management that the organization follows. Additionally, talents can experience high levels of stress and insecurity.

Successful internal brand management is based on the employment relationship which is an exchange between the employer and the employee, with the employer providing material and socioeconomic benefits in return for the employee's loyalty and dedication. It is crucial that the environment encourages positive employee behavior, in order to foster that relationship, leading to increased employee effort and strong brand building. This is achieved by communicating brand identity, values, mission and organization's vision to employees (King, C. et al, 2010).The organization will benefit from knowing how employees respond to internal initiatives when developing and funding them. Only then is the goal of the internal branding exercise fully achieved.. The model below can be used to summarize employer branding and its value for the talent management process.
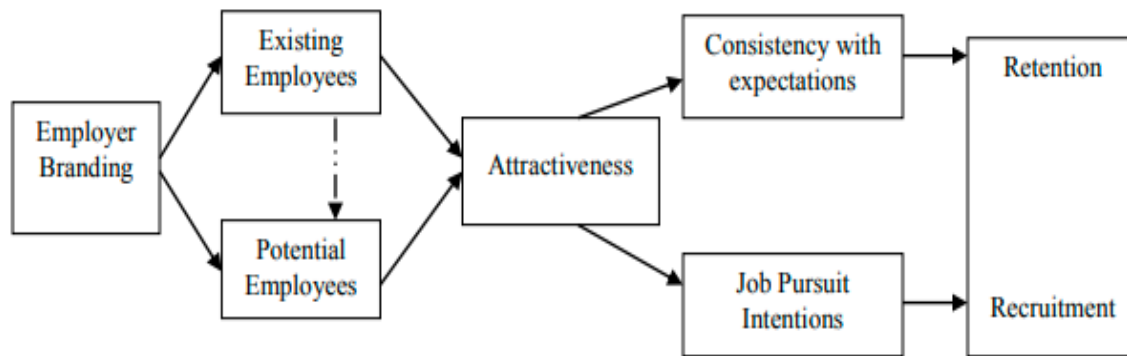
Conceptual Framework of Employer Branding and Talent Management

Employer branding increases corporate identity and, as a result, fosters a healthy work environment. The Social Identity Theory asserts that organizational identification is a substantial predictor of employee turnover intentions, organizational citizenship behavior, and employee performance (Riketta, M. , 2005) Also, the organizational identification and other organizational characteristics are crucial to identity-based motivation for turning employees into brand ambassadors. (Löhndorf, B. & Diamantopoulos, A. 2014). This further encourages productive employee behavior.

Attracting and keeping brilliant, competent, and creative people has become a key issue in today's marketplace. There is strong evidence to support the idea that what workers desire in their jobs is a combination of components that foster a stimulating environment where their efforts are acknowledged and fairly rewarded, where they have the chance to grow and participate, and where the organization's managers supports their efforts.

Today's managers must be aware of the elements affecting their workers' level of engagement at work, as well as their motivations, expectations, and requirements. They must also be able to assess and forecast their behavior and theirs reaction when they establish a talent management strategy.

Every HR department and organization that wants to gain a competitive advantage in the employment market must prioritize and integrate employer branding.

Good target group expertise is necessary to attract talent, but employers must also be adaptable and prepared to grow.

HR has to concentrate on enhancing communication skills both inside the organization and on the internet and social media in order to recruit and keep talents. Corporate branding is strengthened through management practices including mentoring and coaching as well as interesting learning, training, and career plans. The next section combines all these factors and indicates that engaged workers want to stay with the firm, increasing the organization's performance.

7. Employer brand and talent management

Attracting and retaining top talent is one of the most difficult challenges for global corporations. Talent management is a crucial part of the company's model that drives product and marketing communication innovation, customer satisfaction, and profitability. As a result, the search for talent is an ongoing story, and investments in young people with high potential translate into lower operational costs and the chance to comprehend the business on a practical level, in accordance with market dynamics (Al-Qura'an, A. B.,2021).

The employer brand has several dimensions that are typical of commercial branding. Employer branding generates two primary resources: brand associations, which shape the employer image and directly influence the organization's attractiveness to prospective hires; and brand loyalty, which is achieved through organization behavior and brand identity (Backhaus & Tikoo, 2004). Employer branding is a powerful strategy for motivating employees, it is what makes a company appealing to current and prospective employees (Maxwell & Knox, 2009) and represents a strong mechanism for aligning employees' brand experiences with desired customer brand experiences (Mosley, 2007).

Employer branding partners with key stakeholders to position company's ideas as an employer of choice globally and locally through the creation of an Employer Branding strategy that effectively

articulates our Employer Value Proposition and unique mission and vision. Moreover, define, optimize and manage together with the Communication Function the creation of content to promote Employer Brand in the relevant channels. Always, lead and enable effective employer branding activities through social media campaigns, webinars & seminars, industry conference/organization activations, campuses & schools etc. in coordination with the relevant stakeholders.

Furthermore, it collaborates with the Business, HR team and Communications team to create compelling content and tell company's story for attraction and engagement. Also, leverage opportunities to engage HR and our employee populations in employer brand efforts and convert them into company ambassadors, by providing guidelines, content and tools.

Corporate reputation has become synonymous with employee engagement because staff are the most important brand advocates, and in the context of digital economy, details about organizational culture, leadership, total reward policy, and career options directly impacts the preferable perception of the business. Employees, who are engaged, are committed to their job role and company, and they reflect critical success factors for the company that produces both intangible benefits such as favorable public image and tangible benefits such as cost savings through hiring and retaining process. They are totally able to present positive outcomes that are in line with the company's business objectives.

There are some most important aspects that sculpt a successful employee brand, according to Nicholas Born and Seoung Kang (2015). The first one is the evaluation and structure of a genuine, clear message about what your organization performs. A strong employer brand must communicate the brand's value proposition to potential employees. This implies that HR strategy should prioritize workplace learning through training and support, as well as opportunities for mobility and advancement. The second one is the usage of the right channels to communicate the message. It is critical for possible future employees to understand the company's organizational culture, objectives of the business, training and professional development programs. Furthermore, all interested parties, including current employees, should be informed about talent management

programs. Social media platforms such as LinkedIn, Facebook, and YouTube are powerful tools for enhancing employer brand. The third one is the definition of employer branding indicators and the assessment of their efficiency in relation to talent objectives. Metrics are essential when assessing the employer brand and the costs associated with the recruitment and selection process. Traditional metrics that have been applied to measure Employer Branding and Talent Management encompass expense per hire, time of hiring of new employees, time to productivity, and candidate satisfaction rates.

Employer branding should replace outdated HR procedures in companies. In the modern era, the HR manager is expected to invest a lot of time in enhancing the firms' reputation by communicating with all of their stakeholders. A strong brand image not only appeals to potential new hires, but it also raises existing employees' levels of job satisfaction. Employee happiness rises as a result of employer branding's promotion of a supportive atmosphere, but employees also form enduring relationships with businesses. As a result, it is advantageous to both companies and employees (Malik, K & Jalees, T., 2019). Employer branding is a strategy used by many prosperous businesses to attract in future employees. Reputable businesses link their beliefs with those of their employees in order to build long-lasting relationships with them (Dusenge and Julius (2016). Furthermore, employer branding, according to Mahesh and Suresh (2019), is a crucial tactic for fostering and advancing talent management. Due to this, employer branding is a strategy used by many businesses to differentiate themselves from the competition and foster a positive work environment, according to Bali and Dixit (2016). Employer branding encourages a culture in which all staff members are welcomed to contribute and give their opinion. According to Backhaus & Tikoo (2004), Gaddam (2008), and Edwards (2010), this supportive culture boosts employee engagement and satisfaction, which improves organizational and work-related performance (Mosley, 2007). Another finding is that Corporate Social Responsibility improves the reputation and image of the employer brand. Employer branding enables businesses to attract in the top personnel and positions them as desirable employers (Backhaus & Tikoo, 2004). Similarly, CSR aids businesses in recruiting, motivating, keeping, and managing personnel (Brammer et al., 2007). Similar to this, Schiebel and Pochtrager (2003) note that more businesses are realizing the value of CSR in attracting and keeping skilled labor and talent.

The concept of employer branding diversification is one of the major advancements in the industry that has direct connection to the theory and practice of talent management. Differentiation is a fairly common marketing tactic that has its roots in the world of marketing. In it, professionals take into account the fact that customers or consumers can be divided into subgroups or units of people who have similar interests and goals. The main idea is that market researchers are able to distinguish between different customer segments and, more critically, that key messages should be adjusted to each group in accordance with their unique requirements. According to several authors, differentiating the employer brand and the job experience is a crucial employer branding activity (Maroko & Uncles, 2009). In reality, no business will have an unified employment experience that is shared by all employees, despite the likelihood that an employer branding effort will involve the definition and promotion of a distinctive employment experience that the organization offers. Even if a company makes an effort to identify the common elements of every job experience, there will still be differences in the offerings provided to various groups within the organization. The identification of an unique unified employment experience in defining the employer brand of a business may tend to ignore or downplay these inherent variances. If there were a collection of HR policies and circumstances that were available to everyone, it might be simpler to determine the distinctive common employment experience. Employer brand segmentation may suggest purposefully differentiating HR practices.

Utilizing social media is one of the newest and best ways to communicate your brand, and it has become an essential part of firms' people management strategies. Social media has grown in importance because it gives users a platform for interaction that makes it easier for them to co-create, share, discuss, and edit user-generated material. The results of a study showed that the majority of human resource department personnel frequently use the Internet to research candidates (Clark and Roberts, 2010). According to recent estimates, two million jobs are advertised on social media each month, primarily on Facebook, Twitter, Google+, and LinkedIn. Social media is a treasure trove of information, both personal and professional and it aids in the design of accurate hiring strategies, making the search and employer branding processes easier. As a result, recruitment by using social media is a strategy for finding the best candidates.

Employer branding and talent management share the same goal of helping businesses improve their retention and recruitment strategies. Although the two ideas' goals are similar, they are not the same since employer branding involves "building and communicating a strong corporate culture that resonates with expectations of your target audience" whereas talent management is "how the people are being managed." (Employer Branding Today, 2011) Talent management, which integrates several HR methods to establish a company's future employer brand, is tightly linked to employer branding. (Chapman et al., 2005). Advertising on the Internet, particularly through online job portals, can improve an employer brand's reputation (Collins & Stevens, 2002). Additionally, Davison et al. (2011) stressed the importance of adopting social media as the main method of luring potential applicants. Additionally, according to a 2013 survey by Aberdeen Group, 32% of businesses view employer branding as their favourite method of hiring new employees. However, 64% of the organizations expected that using social sourcing will be their favorite method of hiring talent. The best method of hiring talent has been deemed social sourcing. The employer brand can be further developed through the use of social media, which will result in successful talent acquisition.

Figure 1: Employer branding framework. Source: Backhaus and Tikoo (2004)
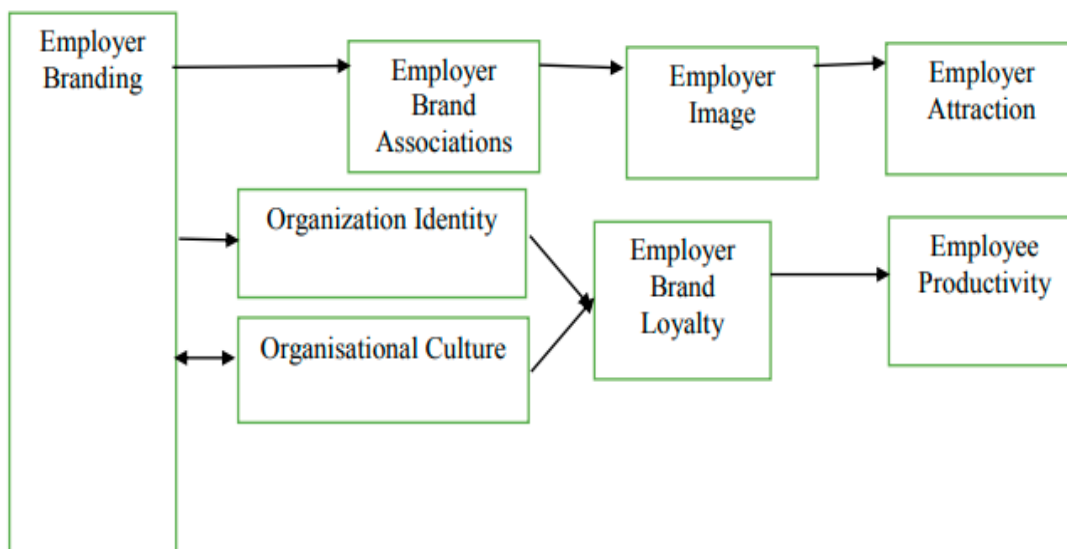
Making sure that talent management is in line with the organization's overall strategy is a major concern for organizations today. In firms, the idea of employer branding has emerged as a crucial element of HR. The employer brand, which is the image associated with the company as an employer, is significantly distinct from the marketing image that the public or customers of the firm may have. Exhibiting a positive employer brand is crucial to attracting and retain talent in an organization (Srivastava and Bhatnagar, 2010). The development of a better work environment and employee flexibility are only two examples of an employer brand that can help an organization recruit and keep talent (Krishnan and Scullion, 2017). Investment in employees is a crucial component of managing people and setting one firm's HR service apart from rivals, according to Collings, who contends that this investment goes further than just paying staff. As part of creating a viable talent pool, Collings advocates an emphasis on developing talent for an organizational context and integrating internal growth with external recruitment.

8. Link with Digitalization

In order to assist employees embrace the organization's values and culture, employer branding has thus emerged as a vital tool for HR in the war for talent engagement and retention (Sathya & Indradevi, 2014). Any process is considered digital if it is supported by an application or device linked to any company's information system. The digitization is changing the way organizations recruit, select, and train a new generation of employees. HR is currently offering digitized solutions for business and employees to improve organizational performance, solutions that generate engagement and new experiences for employees. This measurement is including the geographical coverage/deployment of given digitized process. Digital needs for workers, such as work schedules, candidate experiences, or employer branding through social media marketing, are increasingly growing in popularity in addition to personnel management software, digital personnel files, or personnel control systems (De Groen et . al., 2017).

Due to the changing trend in terms of raising the percentage of investment in human resources, for which the idea of sustainable development has a completely different significance, the digital recruiting of human resources has altered dramatically in this environment. It is crucial for businesses to quickly adapt all functional areas of HR management in order to change, rapidly develop staff members, and consistently adopt new technologies in accordance with sustainable corporate objectives (Pisarska, A. M. et al., 2021).

Advertising by the staff offers digital tools to create the initial connection between candidates and the business. Continuous initiatives that support candidates are also required in order to encourage them. Employer branding provides the foundation for this process, which must be structurally established and grown through staff marketing and digital recruiting. From the perspective of candidate experience management, the six phases (attraction, information, application, choice or selection, on-boarding, and binding) and options for designing an ideal process of digital recruitment and employee integration are crucial and should be taken into account when evaluating the success of the digital hiring process (Barykin, S. et al., 2020).

Generation Z

Many business organizations are placing greater emphasis on the theory of "Best Employer Status" or "Best Place to Work," in order to stay ahead of the competition (Mik and Miudová, 2018). Furthermore, the growth of global innovation, technological developments, increased reliance on data analytics (Sharma et al., 2019), talent shortage (Botha et al., 2011), and changes in workforce demographics (App et al., 2012), particularly Generation Z, are making it difficult for employers to recruit the best employees in order to gain competitive advantage. However, people are a company's most valuable resource.

Employer branding is emerging as a best practice for ensuring that businesses are completely ready for an uncertain future (Jiang & Iles, 2011). In response to these concerns, employers must first realize what appeals to new talent to organizations today (Hieronimus et al. (2005). Scholars emphasize the importance of employers assessing which characteristics are most meaningful to specific types of potential employees.

Possible candidates in this case are the "Generation Z" "Generation Z" which includes the new graduates, and the new enters to the labor market is a particular social group with different attributes, demands and objectives from previous generations. Employers cannot use the same business plans that have been used in the past (Mičík, and Mičudová, 2018), but they should adjust their employer branding in the process of attracting and retaining in order to align their employment provisions with the expectation of that generation. The growing presence of Generation Z - those born between 1995 and 2010 - brings new challenges for employers and is causing many businesses to reconsider their operation methods.

Generation Z is the first generation born in the digital world. They cannot imagine life without social networking sites, devices, and computer systems (Macalik and Sulich 2019). Empirical research shows that "Generation Z" is a more socially oriented social group, deeply engaged with social problems (Macalik and Sulich 2019), and involved in global ecological issues such as climate change, alternative energy sources, environmental damage, recycling strategies, and so on. (Patel et al., 2017; Masdar et al., 2019). So, they are more interested in employers who follow a

corporate social responsibility policy. Generation Z selects their employer based on the diversity of their workforce, including diversity of race, religion etc.

Also, another characteristic is that they are risk- averse. Employers will need to provide financial security through pay increases and accelerated advancement because Gen Z-ers are expected to stay on the job longer for long-term stability. They are not restricted by working arrangements and plans. The employees who belong to this generation will work wherever and whenever they want. They want the opportunity to work from anywhere and flexible working hours are still important for this generation, but it is expected that they will completely stop being productive once they leave the office (Tabaka , 2019). On the other hand, because they desire a better work-life balance, they prefer the remote working style, which is one approach for enhancing that balance.

The frequent usage of YouTube, Snapchat, and Instagram indicates that they have a strong desire to make a difference or something unique. Generation Z tends to view the opportunity to achieve that through their work as extremely important when selecting an employer.

According to surveys, the first and most attractive benefit for Generation Z in selecting a potential employer is suitable compensation. In addition, they also stated that work-life balance, acquiring knowledge and digitized career progression, and working in a pioneering, pleasant work environment are elements of the employer value proposition drivers that potential employees actively sought. Employers who are considered not only to offer appealing economic rewards have the greatest chance of recruiting talented employees but also to demonstrate factors like career advancement and work-life harmony through flexible working schedules and remote working offers.

After highlighting the characteristics and attributes of the generation Z and emphasizing the value of developing a solid employer brand strategy, it is crucial to analyze how employers may create a suitable strategy that aims to attract this target group. First of all, organizations should begin with the overall assessment by evaluating the existing processes and practices, and getting feedback directly from the current employees (Arriscado et al., 2019) and finally comparing with the

competitors' offerings in order to diagnose the applicants expectations. Then, the employers should establish a value proposition, which should include and combine the benefits that the employees value the most. Apart from attractive and competitive compensation and benefits, they should align their practices with professional growth chances and work- life balance. All these processes and strategies should be communicated through digital media and networks, which can enrich the digitalization culture of the employers. Of course, the last step is to measure the effectiveness and the efficiency of the above procedure by using the employer brand indicators and metrics such as hiring and turnover rate (Wallace et al., 2014).

In conclusion, human resource management is in the midst of a new stage of evolution and a talent war that compels them to redefine themselves and improve employers' brand image. To do this, they must develop a strong digitalized e employer branding strategy that takes into account and meets the needs of the new generations. It has been established that the internet is the most well-known source of information for those who are seeking work options, thus businesses should become more dynamic and technologically innovative.

9. Greek Context and the hospitality industry

Although there are many empirical and theoretical studies that show that employer branding has generally beneficial effects for the talent management, there is limited research for the Greek context.

In general, the organizations, which are always looking to hire high performers to maintain a competitive advantage, also view talented employees today as an asset. Because of this, it's critical for Greek businesses to establish an effective employer branding plan that, when combined with a thorough talent management strategy, will attract in and retain top talent.

Organizations are under a lot of pressure to maintain their competitiveness in light of the technological evolution, globalization, and the ongoing changes in the modern economy. Companies are compelled to implement an employer branding plan to help them stand out, especially in a market such as Greece.

In order to handle all the issues the hospitality sector is facing and create a long-lasting competitive advantage, firms must integrate Talent Management strategies into all HRM processes, i.e., recruiting, training, development, and reward (CIPD, 2016). A strong employer brand and high performance workforce are both guaranteed by efficient talent management. As a result, procedures like recruiting and selection will be facilitated and improved, turnover rates will be reduced, and workers will demonstrate a strong commitment to the business. All of these results will increase the value of the business and, consequently, boost both operational and financial performance (Hughes and Rog, 2008).

Various guidelines must be followed for talent management to be effective. In order to identify the kind of talent that is truly required, a hospitality organization must first integrate its corporate strategy with talent management. Short-term human capital goals should also be included in the company's business strategy, and they should be kept track of using management procedures. To guarantee high levels of productivity, a corporation must also have internal consistency when discussing talent management strategies. Last but not least, all levels of management engagement

is crucial. To ensure good outcomes, each of them must effectively involved in personnel management methods (Stahl et al, 2012)

It is well-known that the hospitality and tourist sectors employ a big number of people. The lack of skilled workers and the high turnover rates that the industry experiences are two of its main problems. The hospitality and tourist industries have long offered chances for mobility, offering workers in the industry the ability to work across Greece, where the sector is very seasonal. Despite the fact that they are an important source of employment, they typically only temporarily cover the gaps (Sheehan et al, 2018). Additionally, it is believed that the hotel and tourism industry pays its workers too little relative to the workload. When compared to other industries, the remuneration is deemed to be quite poor and employees work excessively long hours (Richardson, 2009). Last but not least, only a very small proportion of those employed in the hotel and tourism industries have academic qualifications in such fields (Brien, 2004). As a result, critical positions require the hiring of qualified and educated personnel. As a result, it is extremely difficult in today's world to engage in, recruit, and keep talent in a market with as much competition as the hotel industry. It is crucial for all businesses in the industry to establish a strong brand identity that will set them apart from rivals and help them attract the top applicants (Zhang & Wu, 2004).

The study of Gehrels and De Looij in 2011 examines the issues of hospitality and tourism industries in the Netherlands face in order to find the HR tools that are necessary in order to gain a competitive advantage. The findings supported a number of issues the industry faces, including a shortage of competent workers and a bad reputation. The use of employer branding as a human resource strategy has therefore been suggested as a means of differentiating in the competitive industry.

In the Russian hotel business, Mariia Strelkova (2017) looked at how attractiveness of the employer brand affected workers' perceptions, attitudes, and behavior. The findings showed a significant correlation between positive word-of-mouth among employees and the attraction of the employer brand. Additionally, elements like "inter-departmental communication" and "the sensation of belonging to culture" raise the degree of engagement among current employees.

Also, there is a positive relationship between "person - job" fit and the intention to choose an employer. The employees' customer orientation may have a favorable impact on how they view their qualifications for the job, required by the employer. As a result, it would be advantageous for the hotels to create an employer branding strategy and focus on candidates that appreciate the customer in order to draw in applicants who share their values (Lin et al, 2018).

In 2020, Kanwal and Van Hoye performed study on the contradictions between the external and inetrnal perceptions of five-star luxury hotels, their impact on staff, and potential solutions. Researchers concluded that this contradiction has a detrimental impact on employees and, consequently, on outcomes connected to employees (e.g. employer attractiveness, commitment).

As was already said, employer branding is a strategic priority and a vital strategic instrument that gives businesses an advantage in the so-called "war for talent." Although it could be seen as an additional expense, it ultimately ensures a strong brand name and a long-lasting competitive advantage (Kucherov and Zamulin, 2016).

From a theoretical viewpoint, this study adds to the restricted literature on employer branding and talent management in the hotel and tourist sector by providing a deeper understanding of the qualities that top performers seek in a future employer. The study's conclusions will assist practitioners and professionals in Greece's hospitality and tourism industries in determining the aspects that make them appealing to potential talented employees and in using those characteristics to create a strong brand name that will help them stand out from rivals and prevail in the so-called "war for talent.

10.   Conclusion and theoretical implications

One of the most crucial human resources strategies for a firm is employer branding, which can produce superior outcomes if done effectively and regularly. The main difference between branding an organization and branding a product is the emotional impact it has on the employees, the perception it creates in the minds of potential employees, and most importantly, the happiness it provides to its customers in the form of goods and services. Every firm must work toward this in order to succeed by raising brand value and keeping both its employees and clients for longer periods of time.

According to literature research and HR practitioners, employer branding is becoming more and more significant. Due to the talent shortage, it is crucial for companies to differentiate themselves from their competitors and promote their brand to potential candidates in order to handle their talent requirements quickly and effectively. Employee advocacy, on the other hand, is becoming more essential due to social transparency. In order for current employees to support an organization's branding initiatives and serve as brand ambassadors, businesses should put their attention on upholding their brand promise and commitment. In order to build and advertise their brand, businesses are increasingly using social media and other platforms.

As a result, building a strong brand image for the business helps it manage its talent and cultivates brand advocates inside the business. Building and comprehending a company's brand image, which results in a long-term competitive advantage, involves long-term and consistent efforts from the organization.

Companies in the hospitality sector need to strategically incorporate the concept of employer branding into their management philosophy (Gehrels & de Looij, 2010). Knowing what makes an employer desirable in terms of the Greek hospitality and tourism industry may prove to be a helpful tool in hiring skilled workers. Based on this information, human resources professionals will be able to create HR strategies for firms that are more focused on this purpose. Previous research, such that of Cable and Graham (2000) and Tsampalakis (2020), have suggested that talented employees give importance to economic and development aspects when choosing a job.

According to the results of studies mentioned above, one of the most crucial factors for hiring talented individuals is the financial employer's offerings. As was already established, high performers view an attractive pay system as essential while looking for work. In order to recruit potential enriched and high performing employees, businesses should offer attractive advancement opportunities. Indirect financial benefits, including family and medical leave, health care programs, life insurance, retirement plans and promotion opportunities should also be adapted by the hospitality industry. It is crucial for businesses to provide working environments that give security and stability because employees need to believe that the likelihood of them losing their jobs is extremely low.

When seeking for a job in Greece's hospitality and tourist sector, development value has been shown to be one of the most crucial considerations for high achievers. Human resources professionals need to concentrate on putting training and development programs into place that will enhance talented employees' performance and levels of personal growth. Training should be viewed as an investment in the company's personnel that could give them specialized skills and aid in improving any skill gap. In spite of the uncertain corporate environment, career development may be a crucial tool for managers looking to attract and retain top talent. Therefore, in order for hospitality and tourist businesses to appeal to and differentiate themselves from the competitors, they must persuade potential talented employees that they value their work and are committed to their ongoing growth.

Recommendation for future research

The current study constitutes a theoretical research, the goal of which is to create knowledge independent of how it will be used in the real world. Here, gathering data is done to develop new general ideas for a deeper comprehension of the relationship of employer branding and the talent management, particularly in Greece tourism industry. Secondly, there was an effort to respond to a theoretical research inquiries. The findings focus on the development of ideas and are founded on document analysis and the reflection of top scholars. As part of future work, the proposal is an exploratory and correlation approach in order to describe the effect of the establishment of

employer branding in the talent management processes among the hospitality organizations. This will make it possible to connect generalizations to relevant reality. By using the qualitative methods which are utilized on procedures like interview, surveys and observation, data will be gathered compared and analyzed in order to support the theoretical points that was described in that study.

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