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School of Business and Management
International Marketing Management

**The effect of the employer brand attractiveness on employee's behavior in
Russian hospitality industry**

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Abstract

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The aim of this research is to understand how the employer brand forms its attractiveness. More precisely, the research is focused on the influence of the employees' perception of the employer brand on the employees' satisfaction, word-of-mouth and willingness to stay within the company. Attributes of the brand attractiveness and employee behavior were identified based on the theory analysis and framework of King and Grace (2010). Two Senior managers were interviewed to identify managerial perception regarding the employer brand of the company X (positioning, employer branding practices) and most important attributes of brand attractiveness. 123 respondents were interviewed for the quantitative survey. Factor analysis was used to form the final list of attributes. After it regression analysis was used to study the links between employer brand attractiveness and employees' behavior.

The theoretical background of the Thesis is based on the phenomenon of employer branding and employer brand perception, especially from the viewpoint of employer brand attractiveness and consequent employee behavior outcomes.

The results of the study shows that there is a positive effect of the employer brand attractiveness factors on the employees' behavior. All identified attributes of employer brand attractiveness have an effect on employees' positive word-of-mouth. In addition, sense of belonging to culture has a positive effect on employees' satisfaction, employees' engagement –on desire to stay within the company.

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1. Introduction

Nowadays globalization, increase of the speed of life and work, easy worldwide access to any information make competition on the market greater than ever before. Event in one part of the world can significantly influence on the market situation in the other part of the world – for instance, unfair labor condition in the Malaysian factories can stop all company sales in the US market; customers can choose the better option in one click and order goods delivery from any country. So, companies need to be as attractive as possible to motivate customers to stay within the company. The good option for them to do so is to build a strong brand.

Nevertheless, labor market is highly competitive on both local and global levels (Ployhart, 2006). It is important because the human capital is the key for the competitive advantage of the company, its productivity and market performance (Breaugh & Starke, 2000; Nahapiet & Ghoshal, 1998). Nowadays lack of qualified employees is one of the biggest problem for companies worldwide (Mahroum, 2000). Situation becomes difficult because of easy access for open positions in every country with possibility to compare and to choose the better options. Therefore, companies have started to build their strategies with a new approach, namely to build more strongly on the employer brand to motivate employees to stay within the company and to attract the best highly qualified professionals.

Thus, this thesis focuses on employer brand building and the way employer brand is related to word-of-mouth, loyalty and satisfaction of the personnel. The phenomenon of the employed brand and other related concepts (employer brand perception, employer brand attractiveness, etc.) and its relations with employee behavioral metrics (e.g. employee satisfaction, loyalty, etc.) will be explained below, as well as in the literature review and following theoretical chapters in in more details.

This chapter explains the structure of the research, its methodology and theoretical framework, main problem and research questions. It also gives the primary understanding of the employer brand and employees' brand perception.

1.1. Background

The thesis sets out the issue of importance to build a strong employer brand, as employer brand from the managers' points of view is not always equal to the employees' brand perceptions. Thus, it is necessary to analyze and adapt the brand.

In the empirical part, the role and characteristic of the employer branding and brand positioning will be discussed from the managerial point of view while the role and characteristics of the employees' brand perception, brand attractiveness will be studied from the personnel points of view. Finally, the interconnection between brand perception and employees' behavior (satisfaction, word-of-mouth and willingness to stay of employees) will be examined. This interconnection is highly essential to understand how brand perception influences employees' behavior. This will provide a possibility to adapt the employer brand according to the brand perception and change employees' behavior to the best for the company.

Starting from the year 1996 the phenomenon of the employer branding have been used as the practical framework of creation, adaptation and enhancing the reputation and attraction of the company as employer (Ewing et al., 2000, Edwards, 2009). Employer brand has been described as a managerial process that should be measured and evaluated properly (Ewing et al., 2000, Backhaus & Tikoo, 2004; Berthon et al, 2005)..

However, the question of how to build and assess the employer brand according to the brand perception of the employees is still unanswered. There are not a lot of empirical studies. Also, it is interesting to study the problem in the context of the Russian hospitality industry which have its specific characteristic and can significantly influence on the result. For example, the level of salaries, difficulties to switch the job (because of the competitive labor market), economic situation of the country can all possibly influence the employees' behavior (desire to stay, fear to lose job).

1.2. Literature review

It is impossible to discuss the role and history of the employer branding without discussion regarding the concept of brand. Branding is well-known strategic tool, its popularity among managers has been constantly increasing from 1990th years (Sokro, 2012). Branding in the common sense of the world is built to make companies and products unique in order to reach high level of value for all parties, to avoid a failure of the business and reach a success (Kotler & Pfoertsch. 2010). What is more, a strong brand management helps businesses to prepare a suitable adaptation

process to better respond to the changing competitive environment. Branding is defined as “*the process of developing an intended brand identity*” (Kotler & Lee, 2008, p. 215). Thus, employer branding can be associated with “intended brand identity” on the labor market.

Employer brand is a relatively new approach: It was firstly defined in the year 1996 (Ambler & Barrow, 1996). The need of this concept was supported with ideas of employees as key assets of the company and increased competitiveness in the market. Authors defined employer brand as set of benefits (psychological, economic and functional) which are provided by the employer and associated with the employer (Ambler & Barrow, 1996).

The second logical stage of the employer brand development is linked with job satisfaction. It was stated that strong brand could build and enhance the job satisfaction of employees, which could further positively affect not only future employees’ behavior but also customer satisfaction and loyalty (Mittal & Kamakura, 2001). This interconnection was starting point of the discussion regarding the employer brand and employees’ loyalty.

The concept of employer brand was covered in several studies in year 2004; all these studies were theoretical and showed different sides of the concept. Backhaus and Tikoo (2004) discussed the nature of internal branding as a framework consisting of brand associations and brand loyalty. Their finding was the first one suggesting that employees can have an influence on the employer brand. In the same time, Sullivan (2004) created a link between employer brand, company culture, brand awareness, employees’ world-of-mouth and brand assessment.

After this, the concept of employer brand developed and received a new feature: a link with the employer image concept. Characterized as an important part of the recruitment process, employer brand image became one of the reasons to stay within the company for the employees (Ewing et. al., 2002; Knox & Freeman, 2006). Later, in the year 2014, Rampl & Kenning (2014) discussed the relatively close concept of the brand attractiveness. They found out that traits of the brand personality (attributes of the brand) could become sources of the brand attractiveness.

Position of the employer brand concept as the intersection of the marketing and human resource management was stated in year 2010. It was found out that successful employer brand could be built only by marketing and HR managers together, as an entire strategy (Edwards, 2009).

Thus, strong employer brand is essential for the company. Employees’ brand perception is one of the key factors of the brand evaluation process. Moreover, employees’ brand perception is related

with the concept of the brand equity. According to one of the first theoretical frameworks, brand equity can be defined as the "added value with which a brand endows a work place" (Farquhar, 1989).

In the beginning of the 2000, theorists Collins and Stevens approved that the concept of the brand equity can be used in the context of human resource management. They provided a definition of the employer brand equity as "*attitudes and perceived attributes about the job or organization made by potential employees*" (Collins & Stevens, 2002, p. 1128). After it, Berthon suggested the link between the brand equity and employer attractiveness where employer attractiveness was defined as a part of the brand equity (Berthon et al. 2005).

Brand perception can be defined as the understanding of the brand equity by current and potential employees, so this concept is important for organizations. The employer brand provides the unique image of the firm as an employer. Moreover, it states for the current and potential employees the environment of the company: its internal values, way of work and behavior to attract, motivate and retain employees (Donath, 2001). Author states that strong employer branding policies can create the "family-friendly" atmosphere within the organization.

It can be obviously seen that employer brand is a strategic, multidimensional concept which can have interconnections with different approaches in the field of marketing and human resource management. This concept can be used in the company to enhance satisfaction, to make people stay within the company and to recruit better employees. However, the majority of studies regarding the employer brand are theoretical ones, without any quantitative research with big statistical data. This lack of empirical research can be characterized as a research gap and provide an opportunity for the future findings.

1.3. Research questions

The purpose of the research is firstly to evaluate the existing employer brand of the company by measuring the attractiveness of the brand from the employees' side and second to provide suggestions for improving the brand according to employees' perceptions. The interconnection of the employer brand perception, brand attractiveness, job satisfaction, company culture and loyalty will be examined in order to understand the influence of the employer brand on the employees' behavior.

Research will be conducted in the context of the Russian Hospitality industry, which means that the influence of the cultural and managerial differences on the employer brand and employees' brand perception need to be discussed also. Finally, the research will be concentrated on the case company –which is hereinafter titled as company X due to confidentiality.

Thus, the main research question is the following:

How employer brand attractiveness of company X influence on current employees' behavior?

Following sub-questions further facilitate in finding solutions to the main problem:

How attractive is the employer brand of the company X from the managerial point of view?

How do the current employees of company X perceive and evaluate the attributes of existing employer brand attractiveness?

Is it necessary to enhance the employer brand of the company X? If yes, how it can be done?

The main question is about finding the connection between employees' behavior and employer brand attractiveness perception. The first sub-question will be focused on the managers' brand perception; it is aimed at finding out the managers' views of the identified attributes of the employer brand attractiveness. The second research sub question is focuses on evaluation of the employer brand attractiveness from the viewpoints of current employees . The last sub-question question is based on answers for all previous research questions. It is aimed to state if it is reasonable to aim at changing the employer brand of the company X to make it more attractive and thereby further influence on the behavior of the employees. If yes, the goal will be to provide a suitable framework for the brand development (framework suggestion will be based on the theory in the Chapter 2).

Answers to all these research questions will help to understand the power of the employer brand attractiveness in the company, interconnections between brand attractiveness and employees' behavior; also it will help to understand the possibility (if any) to make employees more satisfied and loyal by adapting the employer branding process based on employees' brand perceptions if they are positive.

1.4. Theoretical framework

The aim of the thesis is to analyze and develop the current employer brand of the company X according to the brand perception of current employees of the company X. The goal is to find out if there are links between brand attractiveness attributes (attributes will be identified separately) and the employees' behavior attributes: levels of satisfaction, word-of-mouth, and willingness to stay within the company. The framework is visualized in the Figure 1.1.

The “employer brand from the managerial perspective” means current employer branding practices used by the managers of the company X, which form brand positioning and vision of the employer brand attractiveness. According to this managerial view, during the interview with the managers of the company X, and based on the theory we will form the attributes of the employer brand attractiveness which will be used in the following analysis. “Employees' brand perception” means evaluation of the brand by employees of the company X, especially their perceived evaluation of the employer brand attractiveness according to these identified attributes. “Employees behavior” means the real level of satisfaction, word-of-mouth, and willingness to stay of the current employees of the company X.

The main idea of the thesis is the following - positive perception of employees' brand attractiveness attributes makes employees perceive their work place better. Thus, their satisfaction, word-of-mouth, and willingness to stay within the company increases.

To reach such effect, managers should understand the employer brand evaluation, analyze the current brand to find the weaknesses and enhance it.

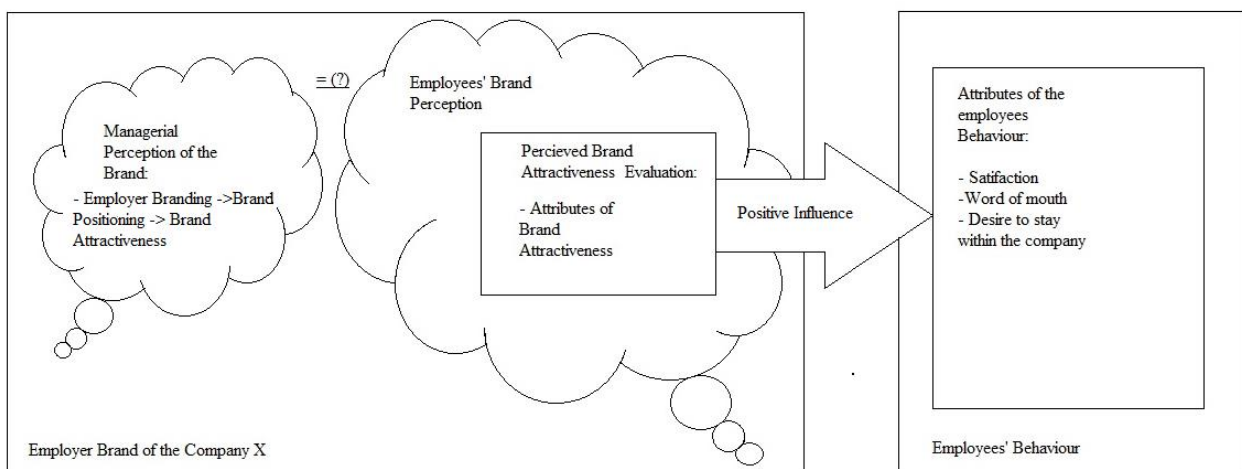


Figure 1.1. Theoretical Framework

1.5. Definitions/key concepts

In this part, the main concept will be explained. Some of the definitions are founded in the scientific articles and provided here without changes, some definitions be modified based on the existing definitions.

This is done to provide the full understanding of concepts and theoretical framework.

Brand

Brand is a “set of mental associations, held by customers, which add a perceived value to the product or service” (Keller, 1998)

Employer Brand

Employer brand is “*the package of functional, economic and psychological benefits provided by company and identified with the company as an employer*” (Ambler & Barrow, 1996)

Employee Brand Perception

Brand perception is “the way of understanding and evaluating of the brand through the experience of the customers” (Smith, 2015).

Therefore, Employee Brand Perception is defined as “*the way of understanding and evaluating of the Employer brand through the experience of the employees*”.

Employer Brand Positioning

Positioning is defined as “the process of building an organization’s offering and image to reach a certain place in the target market’s mind” (Kotler, 2010).

Employer Brand Positioning is defined as a *process of building a company’s offering and image as an employer to reach the certain place on the minds of the current and potential employees.*

Employer branding

Branding is defined as “the process of developing an intended brand identity” (Kotler & Lee, 2008, p. 215). Thus, employer branding is “*the process of developing of the intended brand identity in the labor market*”

Brand attractiveness

Brand attractiveness is the “positive assessment of the brand's associations and characteristics: central, distinctive, and enduring” (Elbedweihiy et al, 2016).

Employer brand attractiveness is the “*intent to apply for and accept potential offers from a particular employer*” and *positive assessment of the employer brand associations and characteristics*. (Rampl & Kenning, 2014)

Brand evaluation

Brand evaluation is *qualitative and/or quantitative assessment of the employer brand equity*

Employer Brand Equity is “a set of employer brand assets and liabilities linked to a brand, which add to or subtract from the value provided by a workplace to a firm/or to potential and current employees of the firm” (based on Aaker, 1991)

Employees' satisfaction

Employees' satisfaction is a “*pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences*” (Locke & Henne, 1986).

Employees' motivation

Employees' motivation is defined as “*the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.*” (Ramlall, 2004)

Word-of-mouth

Word-of mouth is defined as a behavior in a “*form of interpersonal non-commercial communication among acquaintances*” regarding the product or service motivated with a customer experience (Arndt, 1967; Higie et al., 1987).

Thus, word-of-mouth regarding the employer brand is defined as a behavior of interpersonal communications among acquaintances regarding the workplace motivated with an experience of work.

Willingness to stay

Willingness to stay is defined as a *desire of employee to build the career within the company but not to change a work place. This desire can be explained as “a psychological state which characterizes*

the relationship of an employee with the organization for which they work and that has implications for their decision to remain with the organization” (Allen, Grisaffe, 2001).

1.6. Delimitations

The research is a single case study conducted in the case company X, with all its specific traits (all details are explained in the Methodology chapter). This means that results may not be applicable at the full range even in the similar companies. Thus, although the results of quantitative study conducted will be statistically valid, the links and interconnections found can explain only internal company X situation, but not the employer brand management in other companies.

Also, the context of the study, Russian hospitality industry, international chain of full service hotels, creates borders for the research validity: results may not be valid in other context except branches of international hotels in Russia. This is because the fact that international chain of full service hotels in Russia has specific employer work conditions, career and employee development practices, and level of financial revenue, which create difference for employees. Consequently, all these can influence on employees’ brand perception.

As for theoretical delimitations, there are many external and internal factors, which can potentially influence on employees’ behavior except the brand perception: for instance, HR policies, work conditions, internal marketing campaign, external market situation, political stability in the country, etc.(Edwards, 2009; Sullivan, 2004; Ewing et. al., 2002). Unfortunately, it is impossible to cover all factors within one thesis because of the length restrictions and time needed. Thus, future research of the topic will be essential.

In addition, employer brand within the thesis indeed means internal employer brand. Only current employees of the organization will be included in the study. Perception of potential employees will not be studied because of lack of resources and data.

1.7. Structure of the Thesis

The thesis is combined of six main parts. In the first part, the introduction, primary literature review, research questions, theoretical framework, key concepts and delimitations are presented. In the second part, the theoretical nature and importance of the employer brand phenomenon are discussed with the overview of the most important and interesting theories and concepts. As an outcome, employer brand and employer brand perception and employer brand attractiveness will be defined.

In the third part, the context of the Hospitality industry in Russia with focus on the international chains of the full service hotels is introduced. It will be done to find out possible characteristics and unique traits, which can potentially influence the employer branding. In the fourth part, the methodology of the research will be explained. In the fifth part, the empirical one, qualitative and quantitative research are conducted in order to fulfill the aim of the study and answer the research questions. The final part includes the discussion of the results, final recommendations for managers and conclusion.

2. Nature and importance of the employer brand phenomenon

This chapter primary consists of description of the employer brand phenomenon. Employer brand phenomenon is divided into two parts: employer brand and employer brand perception.

Firstly, concept of the employer brand is discussed. This part describes differences between internal and external branding. In addition, it includes the overview of the most important concepts of employer brand by different researchers: Ambler & Barrow, 2016, 1996; Backhaus and Tikoo, 2004; Zhu and Wang, 2014, etc. Next, employer brand positioning concept is explained based on Knox & Freeman, 2006; Fuchs & Diamantopoulos, 2010.

Secondly, concept of the employer brand perception is discussed with the focus on brand attractiveness and brand evaluation. The study based on works of following authors: Berthon et al, 2005, Rampl and Kenning, 2014; Robinson et al. 2004; Shuck & Wollard, 2010; Joo & Mclean, 2006, etc.

Finally, hypotheses of the research are built based on the theory.

2.1. Employer Brand

As it was discussed in the Literature review (Chapter 1), employer branding is a rather modern concept, which has been studied in different fields of studies, with different approaches, theories and from different points of views by variety of authors.

Some of the researchers have made their effort on company image and reputation with the aim to attract and keep talented employees (Edwards, 2009; Berthon, Ewing, et al, 2005); some of them discuss the suitable practices to build and enhance the employer brand (Ambler, & Barrow, 1996; Backhaus, & Tikoo, 2004; Biel, 1999). Other researchers went into details and studied the connection between employer brand and brand equity (Foster, Punjaisri et al. 2010) and employees' loyalty and satisfaction (Rampl and Kenning, 2014, Ewing et. al., 2002, Knox & Freeman, 2006). Finally, different authors have discussed the necessity of suitable Human Recourse management practices in the employer branding process (Collins & Stevens, 2002; Berthon et al. 2005; Donath, 2001).

Thus, it is necessary to highlight the most important theoretical thoughts regarding the employer branding in order to gain an understanding of the nature and importance of the employer brand phenomenon

2.1.1. Internal and External Branding.

In the first place, it is important to separate the internal and external employer brand. External employer brand is closely linked with general corporate branding and focuses on building trust and trustworthiness among companies' stakeholders by being authentic and socially responsible (Sengupta , Bamel et al., 2015.). The crucial purpose of the external employer branding is to get the best potential employees on the labor market by building a company brand as as the most attractive employer. (Heilmann et al. 2013).

In contrast, internal employer branding is linked with the development of culture of trust between company as employer and current employees by keeping the 'promise' made by HR department during the work interview (Frook, 2001). The main goal of the internal employer branding is to address all branding processes on holding the current employees of the company (Berthon, 2005; Ewing, et al, 2005). It is aimed to motivate and to retain the talented employees, to enhance the level of the employees' satisfaction and desire to stay within the company (Ambler & Barrow, 1996; Rampl and Kenning, 2014; Knox & Freeman, 2006). The difference between internal and external branding is summarized in the Table 2.1

However, it is important to distinguish the internal employer branding and internal marketing. Internal employer brand is focused not only on the development of the employees' performance like the internal marketing but on the creation the trust and creation of the shared values among company and employees to create the best working atmosphere (Mosley, 2007; Moroko and Uncles 2008; Sengupta, Bamel et al., 2015).

Table 2.1. Internal and external branding

	External Employer Branding	Internal Employer Branding
Who is the target?	Potential employees: customers, employees of the competitor, job seekers	Current employees
Main focus	To create an image of the company as the best employer with perfect reputation and high level of social responsibility	To make employees to stay within the company, enhance their level of motivation, performance (Backhaus and Tikoo, 2004) loyalty, satisfaction, to make them proud of their workplace and share positive information about the brand (Moroko and Uncles, 2008)
Main practices	Close to the external marketing activities – advertising (Rosengren., Bondesson . (2014)	Close to the internal marketing activities: motivation, employee engagement, employee development (Sengupta, Bamel et al., 2015)

It is necessary to mention again that this thesis is focused purely on the internal employer branding. This important framework should be study separately in details to reach the better understanding.

2.1.2. Main theoretical frameworks of employer branding

Ambler and Barrow created the first theoretical model of the employer brand in 1996 (Ambler & Barrow, 1996). Their work is crucial because it was a birth of the employer brand concept – as before the academic discussion had been mainly limited to customer brand.

Ambler and Barrow (1996) defined the employer brand as a multi-dimensional package of benefits of different nature – economical, functional, psychological, which are identified and provided by

the company. As a result of the qualitative study authors found out that functional benefits are related to career opportunities, employees' development, and other activities which are provided by the employer; economic benefits are linked with financial compensation like salary; psychological benefits are associated with level of satisfaction, sense of belonging to the company and other intangible values.

In the 2016 year, Ambler and Barrow developed their model and allocated nine dimensions of the employer brand's benefits. The model can be seen in the Figure 2.1.

We should focus on the theoretical framework in details to understand it in a better way. Ambler and Barrow (2016) claimed that strong employer brand leads to **increased equity** with shared intangible values of the company, its reputation - "goodwill" - among employees. In addition, strong employer brand makes company more attractive place of work, so recruitment process becomes easier and **recruitment costs –lower**. Strong employer brand makes employees to be proud of their place of work and to be **more engaged** to the life of the company. Therefore, employees are likely to change the place of the work. In addition, strong employer brand creates better relationships among management and employees, enhances level of communications and **improves delegation** of the tasks, which leads to better work performance. Moreover, strong employer brand creates **better agility** to uncertainty because employees are confident for their future within the company. Thus, they are more responsive to required changes while nervous employees are likely to quit working at the company.



Figure 2.1. Theoretical Framework of the employer brand by Ambler & Barrow, 2016

In addition, confident employees are know what need to be done and ready to make decisions, so a **necessity to have a middle manager is lower**. Strong employer brand leads to sharing ideas, better **inter-department cooperation** and better work performance. Therefore, company creates improved working programs, which creates an opportunity to use **less resources**. Finally, high level of cooperation creates **greater performance measurement** because Marketing and HR department works together and uses measurement procedures of all types (Ambler &Barrow, 2016; Edwards, 2009)

Thus, according to the Ambler & Barrow (2016) the main aim of the strong employer brand is to create opportunities for better performance and productivity, easier recruitment process, higher level of employees’ loyalty and greater stability of the company. Authors described their model as “*a coherent framework for management to simplify and focus priorities, increase productivity and to improve recruitment, retention and commitment*” (Ambler & Barrow, 1996, 2016).

The second important framework was described by Backhaus and Tikoo (2004). This research is crucial because it discusses the relationship between employer branding practices, employer brand associations, image, attraction and loyalty. Moreover, framework stated opportunities to enhance internal company’s values and to raise the productivity of the employees. (Backhaus & Tikoo, 2004). The theoretical framework of the employer branding can be seen in the Figure 2.2.

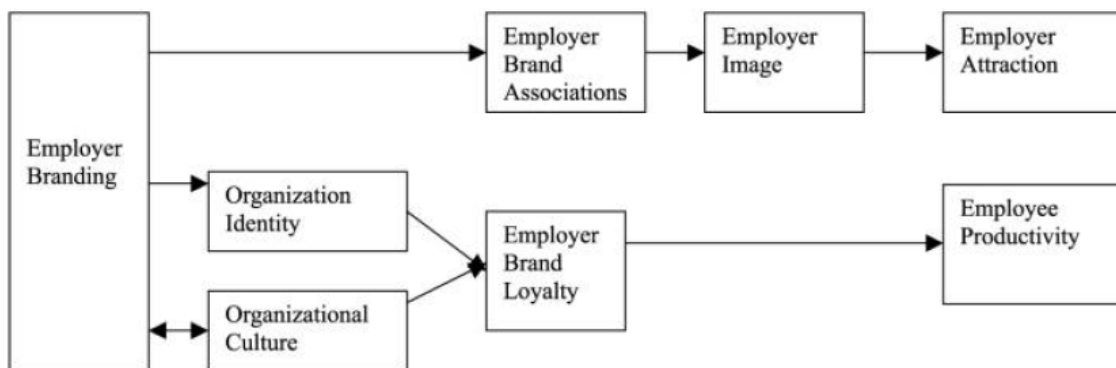


Figure 2.2. Employer branding framework. Source: Backhaus & Tikoo, 2004, p 505

Backhaus & Tikoo (2004) used two dimension of the employer brand – internal and external. The internal one is associated with perceived culture and identity of the organization within current employees. The external one is connected with association, image and level of attraction of the company on the labor market.

Backhaus & Tikoo (2004) claim that many companies use different development practices like trainings, career development programs, etc. for the advertising purposes for the potential employees. In addition, such practices can be used for the current employees to support the brand attractiveness and keep brand promises. It is important that employer brand practices should be linked with the general corporate brand of the company. In this case, potential employees indicate specific traits of the company brand and associate these traits with the company employer brand. On the other hand, according to the opinion of the authors, creation of the organization identity and organizational culture should be long-term strategic action with setting up suitable goals, timing, and values. As a result, such strategy creates the roots for the greater loyalty of the current employees and leads to the high level of the employees' engagement to the life of company. Thus, high engagement of employees is closely linked with greater employees' productivity, resulting in higher profit and company competitiveness on the market (Backhaus & Tikoo, 2004).

Consequently, Backhaus and Tikoo (2004) supported the idea of Ambler and Barrow (2016, 1996) that strong employer brand can increase the level of efficiency of the company by improving the level of employees' engagement. Thus, we can highlight that the level of the **employees' engagement** is a crucial part of the employer branding.

The final concept of the employer branding is chosen to highlight one important detail. Zhu and Wang (2014), define the employer brand as the process of establishing a distinctive image of an organization as employer among prospective and current employees.. According to their finding employer brand also has two types of attributes: **instrumental** (job conditions, salary, possible career, etc) and **symbolic** (atmosphere, leadership, company image, etc). Both types of attributes are linked with the level of attraction of the company as an employer. This approach is aimed to highlight the dimensionality of employer brand concept (Zhu and Wang, 2014)

The most interesting fact here is that Zhu and Wang (2014) conducted an empirical study to validate if the Western theories of the employer brand are working in the Chinese context. Their main finding was that Chinese context had a strong influence on the results. Despite of the western theoretical findings functional factors of the employers brand (compensation and benefits, opportunity for development, etc.) are more attractive to Chinese job seekers than the symbolic ones (ownership, leadership, prestige). This happens because of differences in the culture and lifestyle.

It is important to mention here that employer brand association, employer attractiveness and other instrumental or symbolic factors of the internal employer brand should be clearly understood and

evaluated by employees to make this system work. Therefore, it is crucial to study the **employer brand perception** to reach a better understanding of employer branding in practice. Consequently, employer brand perception will be discussed in more details later.

Before starting this discussion, it is necessary to mention the **brand positioning**. In general marketing brand positioning is important as a process of influencing the brand perception of the customer by creation a proper first impression. As it was explained in the Chapter 1, employer brand positioning is defined as a process of building a company's offering and image as an employer to reach the certain place on the minds of the current and potential employees. In other words, we can assume that brand positioning is a process of the creation of the image of the company as employer . This image should suits exact company's strategy.

It is necessary to explain the employer image concept before talking about brand positioning in details. Knox and Freeman (2006) study the employer brand image with the focus on the perception of the employer and potential employees. It is important to mention here that it can be also meaningful for the current employees. Because of the fact that their perception of the firm can also be different from the managers' perception (see theoretical framework of the thesis).

Authors describe the employer brand image as a flow of changes happening in the recruitments process where there are three types of image: construed, external and internal. "Construed employer brand image" is based on employer perception on the perceived potential employees' image, "external employer brand image" is based on the perceptions of the employees (recruits) and the "internal brand image" is based on the perception of the employer (recruiters). The model can be seen on the figure 2.3

It is interesting that according to the model **external** brand image is the central concept. Thus, the first impression of the company is the most important one. Consequently, to recruit the best employees of to keep the present ones company should put a lot of effort into the support of this first impression – external employer image. Authors claim that it is important to build proper messages to support the brand image and to support the communications between recruiters and recruits at the high level. Consequently, we can assume that inter-communications are crucial part of building a strong perceived brand image – it is called otherwise "living the brand" (Knox & Freeman, 2006, p 709), and meaningful for all employees but not only for the potential ones.

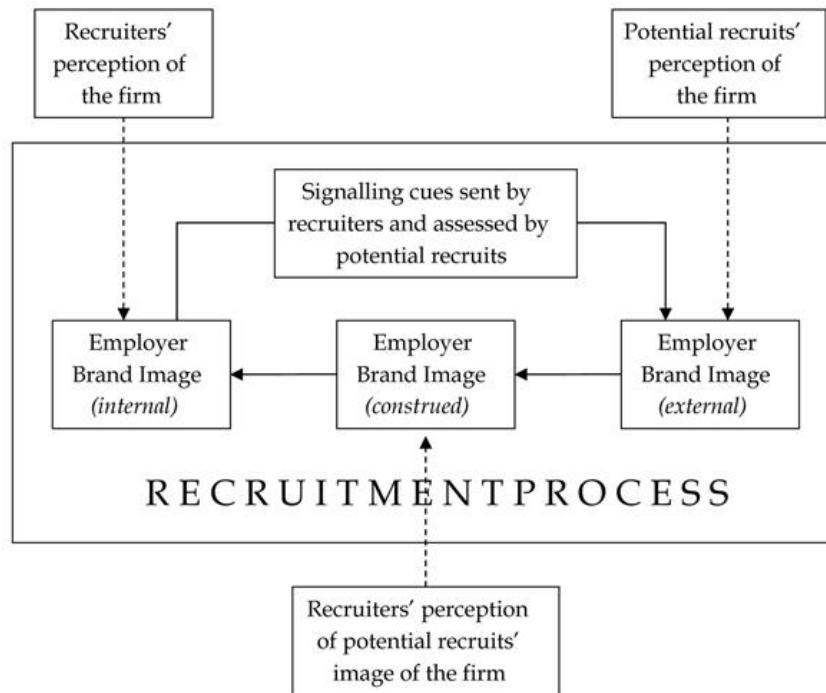


Figure 2.3. Employer brand image in the recruitment process; Source: Knox & Freeman, 2006

These inter-communications are the main source of the proper brand positioning. Brand positioning is brand promises regarding the features of the job, which are attractive for the employees. These promises create a message (image) that should be transferred to the employees (Knox & Freeman, 2006).

Fuchs and Diamantopoulos (2010) conducted the theoretical research regarding the brand positioning. As an outcome, they identified five main types of brand positioning based on concepts of other authors. In the Table 2.2. we can find the summary of their research and analysis of how such types of positioning can be used in the employer branding .

Table 2.2.Types of brand positioning from viewpoint of the employer branding. Based on Fuchs & Diamantopoulos, (2010)

Type of brand positioning	Description by Fuchs, Diamantopoulos, 2010	How it can be applied in employer branding
Features (concrete attributes)	Focus on the specific attributes in order to create a difference and show advantages. Such features should be measurable and tangible. Example by authors: price, hybrid engine	Level of salary, bonuses, free lunches, uniform and other financial benefits for employees.
Abstract attributes	Can be characterized as a package of concrete attributes which are intangible and can be compared with other brands attributes. Example by authors: quality, style	Corporate culture, corporate events, team-building, corporate colors, logos and other attributes which differentiate company from others
Direct (functional)	Something that create personal value, primary advantages of the brand, something hard to be measured. Example by authors: comfort; ease-of use	Car parking for the employees, distance between office and city center/home of employee, clear instructions of work, managerial style, relationships among employees
Indirect (experiential/symbolic) benefits	Closely connected with lifestyle and satisfy additional needs, provide symbolic and indirect advantages. Example by authors: respect, fun	Staff-parties, non-financial reward, recognition events, competitions
Surrogate positioning	Create a vision and associations about the brand, build connection between product and customers. Example by authors: product for people who never grow up, product choice of celebrities	Company innovative spirit, innovative approach for employees (Google)

This table is crucial because it highlights the nature of the employer branding and identifies important attributes of the company attractiveness as an employer. These attributes should be included into company message for employees and used to form the employer brand. The second crucial part here is to predict how employees will perceive this message.

2.2. Employees' Brand perception

As it was discussed previously, employee brand perception is defined as a “*way of understanding and evaluation of the employer brand by employees through their experience*” (Smith, 2015). It is obvious that such definition describes this phenomenon as a wide concept. In the part 2.1. it was discovered that employer brand consists of a set of different types of attributes which forms the positioning and attractiveness of the brand for the employees (Ambler & Barrow, 1996; Zhu, Wang, 2014; Fuchs, Diamantopoulos, 2010)

Positive brand perception means positive evaluation of the attributes. Consequently, it is reasonable to research the level of attractiveness of brand attributes to characterize and measure the experience of the employees. Thus, in this thesis employees' brand perception is discussed from the points of view of the perceived brand attractiveness, and its evaluation according to the attributes. The main goal is to identify the most important influencing attributes of the brand attractiveness.

2.2.1. Brand attractiveness

The following framework by Berthon, Ewing and Hah (2005) discusses the nature of the employer brand from the point of view of values of the brand. It is important that model explains the nature of perceived values of the employees. These values form the attractiveness of the brand. Authors indicated five values, which are described in the Table 2.3 The table is based on Berthon et al, 2005.

According to the opinion of the authors, the attractiveness of the employer brand is related with attributes, traits and features of the company, which create career and development opportunities for the employees, possibility to enhance skills, to know something new.

Thus, according to the Berthon et al, 2005 perceived brand attractiveness consists of following attributes: love to work (interest value), good relationships among colleagues (social value), proper financial reward (economic value), career development opportunities (development value) and possibility to learn (application value).

Table 2.3. Employer brand values

Value indicated	The description of the value – according to the authors	Why it is important
Interest value	The level of employer's attractiveness as innovative, creative and exciting to work for.	High interest value attracts professional, ambitious, creative employees
Social value	The level of employer attractiveness as a place of work with team spirit, good relationships among employees, friendly atmosphere	High social value attracts good team players, potential employees with high communication skills
Economic value	The level of the employer attractiveness links to the competitive financial reward, job conditions, career opportunities	High economic value attracts ambitious, highly-professional employees
Development value	The level of the employer attractiveness as a place for future career opportunities, recognition and self-development	High development value attracts ambitious, highly-professional employees
Application value	The level of the employer attractiveness as a place to receive new experience, knowledge and use this knowledge in a work process	High application value attracts professional employees who want to develop their skills

It is obvious that high level of the employer brand attractiveness creates high demand for the job within the company. Thus, company has an opportunity to choose the best perspective and professional applicants among the others. However, internal brand attractiveness helps to motivate and keep the best employees within the company.

The roots of the employer brand attractiveness are discussed in details in the work of the Rampl and Kenning (2014). Authors conducted the empirical research where they explained which brand personality traits form the attractiveness of the employer brand among the employees.

The outcome of the research can be seen from the Figure 2.4. Main result of the research is that employer brand affect and trust explain 71 percent of the employer brand attractiveness (Rampl, Kenning, 2014). Sincerity among employees and managers, excitement and sophistication of the work have a positive influence on the brand affect and trust. At the same time, ruggedness (high level of competition among employees) creates a negative influence.

According to Rampl, Kenning (2014) the main practical implication of their work is that building the trust within the company is a better way to raise the attractiveness of the employer brand. Such phenomenon as sincerity forms trust among employees and good inter-corporate relationships, excitement, which includes love to the work and sophistication which includes desire to development and career growth. Thus, if we compare this research with the previous one (made by Berthon et al, 2005) we can assume that Rampl and Kenning (2014) study the importance of the *social value, interest value and application value of the employer brand* and find them the highest ones.

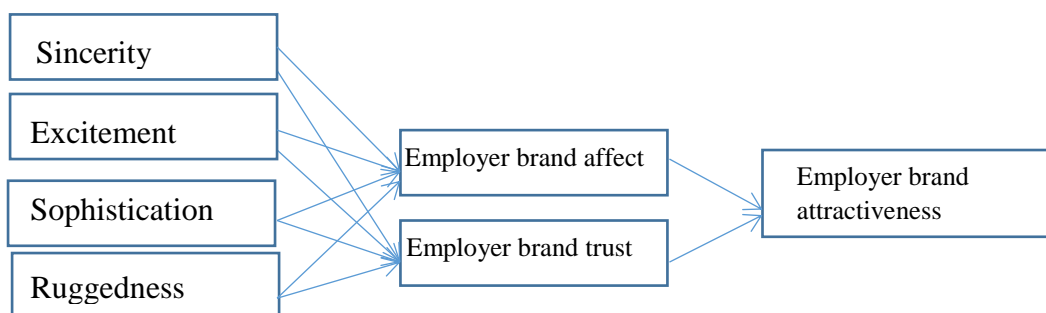


Figure 2.4. Conceptual model of the employer brand attractiveness.

Source: Rampl and Kenning, 2014

Consequently, the attractiveness of the brand is formed from the different internal attributes, which are connected with atmosphere within the company, relationships among managers and employees. It is important to mention that employees' engagement can be called as the important trait of the brand attractiveness. Highly perceived brand attractiveness creates high level of the employees' engagement, consequently, employee engagement can be characterized as a distinctive feature of a brand attractiveness (Robinson et al. 2004). This theoretical implication will be used as a basis for the empirical research

According to the definitions of employee engagement provided in the Table 2.4., it can be seen that routes of employee engagement are based on similar factors: relationship among employees (cooperation, help, commitment) and atmosphere within the company (emotions of the employees, feeling regarding company, work conditions).

Table 2.4. Definitions of employee engagement

Author of definition	Definition of employees engagement
Chartered Institute of Personnel and Development (CIPD, 2006)	Mixture of highly valued organizational commitment and volunteering mutual help among employees.
Kahn (1990)	Situation when employees of the company are involved in their everyday role performance physically, cognitively and emotionally
Robinson, Perryman and Hayday (2004)	Positive feelings of employees regarding the organization and its values
Shuck & Wollard (2010).	Personal cognitive, emotional and behavioral states of an employee which are aimed to achieving organizational goals

What is important in these definitions? Employee's engagement is more complex concept than employee's satisfaction (CIPD, 2006), it can be divided into three main aspects: cognitive, emotional and physical. Cognitive aspect refers to thoughts of employees regarding the company, its managers and work environment. Emotional aspect is about how employees feel about each of those three factors and whether they have positive or negative attitude towards the organization and its managers. Physical aspect refers to the physical energy needed for employees to perform their role. (Kahn, 1990). Also, high level of the employees' engagement positively influence on the company's performance (Robinson, et al., 2004; Shuck & Wollard, 2010).

Thus, if an employee engagement is a feature of employer brand attractiveness, we can assume that attractive employer brand has positive connections with employee's performance and behavior (satisfaction, willingness to stay).

Another approach for the employer attractiveness was suggested by Joo & Mclean (2006). Authors conducted theoretical research regarding the deep reasons of choosing the employer and found out that crucial factors of the most attractive employers are following: **organizational culture, staff**

development and education, varying initiatives, pleasant working atmosphere, career development opportunities, meaningful work, engagement and opportunities to make a difference. Thus, it is again about the same brand attractiveness attributes which were discussed above: internal atmosphere, engagement and opportunities for the employees – so it can be summarized according to values concept that was discussed earlier. We can see the similarity in the Table 2.5.

It is important to mention that work of Joo and Mclean (2006) was published one year later than concept of Berthon et al. However, authors were aimed to find the exact factors of attractiveness, consequently, their results were more narrow and specific. It is interesting that factors associated with economic value such as level of salary, bonuses, etc. were not included as a crucial element of employer attractiveness. The reason of it can be methodology of the research of Joo and Mclean (2006). They used the data from 100 best companies for case study in the analysis. Consequently, due to the high level of financial reward in a chosen companies, *ceteris paribus*, all other factors became more important.

Table 2.5. The compliance of employer attractiveness factors of Joo & Mclean, 2006, and Berthon et al, 2005

Factors according to Joo & Mclean (2006).	Factors according to Berthon et al, 2005
Organizational culture	Social value
Staff development and education	Application value
Vary initiatives	Interest value
Pleasant working atmosphere	Social value
Career development opportunities	Development value
Meaningful work	Interest value
Engagement and opportunities to make a difference	Social value

To sum up, it can be seen that approach by the Berthon et al, 2005 is supported with another concepts and theories of different authors and can be chosen as the most comprehensive one. We can assume following attributes, which form brand attractiveness based on his value framework: love to work, sense of excitement& meaningful work, good inter-departmental communications, proper financial reward, career opportunities, staff development and education, organizational culture, vary initiatives, pleasant working atmosphere, career development opportunities,

engagement and opportunities to make a difference. These attributes will be used as a basis of the empirical study.

To move forward, it is reasonable to mention again that according to the idea of the Berthon et al (2005) and other authors, attractiveness of the employer is linked with the brand equity concept (Berthon et al. 2005). Therefore, it is necessary to discuss the role of the brand equity.

2.2.2. Brand evaluation

As it was discussed in the 1st chapter brand equity is perception of the brand by employees, which are characterizes as perceived internal attributes of the brand, its assets, traits, liabilities, etc. which creates value of the brand for employees (Farquhar, 1989, Collins & Stevens, 2002, Berthon et al. 2005, Donath, 2001, Aaker, 1991).

From the point of view of the traditional marketing, brand equity is an “added value” of the product or service from the perspective of the consumer, market or company itself (Farquhar,1989). Thus, employer brand equity is understood as an “added value” of the workplace. Based on the work of the Farquhar (1989), brand equity from the viewpoint of a company is “incremental cash flow” which is associated with company and lead to a competitive advantage. It is also suitable for the employer brand equity concept. High level of equity leads to minimizing the cost for attraction and keeping employees. In addition, it provides advantages on the labor market. From the customer view point Farquhar (1989) define brand equity as a growth of the “attitude strength” –main factor of purchasing behavior. Thus, in the field of employer brand equity it is a question of **communication and relationships among employees and managers** to keep employees on workplaces.

Brand evaluation is qualitative and/or quantitative assessment of the employer brand equity. In this thesis, only qualitative assessment of the brand equity will be discussed because it better suits to the explanatory goal of the study. According to the Farquhar (1989) there are three main types of brand evaluation: **Affective responses** that involve emotions regarding the brand, **Cognitive evaluations**, which are described as beliefs in brand, desire to know the brand values and to share brand values with others, etc, and **Behavioral intentions** are characterized as customer buying behavior.

Consequently, if we transfer his ideas to the assessment of the employer brand equity we can assume that it is about employees feelings about the workplace, its atmosphere. Also, it is about relationships among colleagues and beliefs of employees into the company and its future, understanding of its goals. Finally, it is about possibility of career development, level of salary, etc;

To sum up, there are level of employee's satisfaction (emotional part), word-of-mouth (cognitive part), and willingness to stay within the company (behavioral part). Definitions of these factors are provided in chapter 1.

2.3. Hypotheses of the Empirical research

Based on the analysis of theory and research questions of the study it is important now to understand the logic of the empirical study that will be conducted in the chapter four. Moreover, information provided in the part 3.2. (regarding the internal situation of the company X) is also taken into account.

The hypotheses of the research are the following:

H1. Current employees of the company X positively evaluate the attributes of the employer brand attractiveness of the company X.

This hypothesis is based on the overview of the Russian Hospitality industry and the company X, which is famous and can be named as a desired place of work (see Chapter 3). It is also based on the theoretical review of the employer brand attractiveness and its possible attributes (Chapter 2). Finally, it is based on the brand attractiveness attributes identified during the qualitative interview (Chapter 4). If this hypothesis will be accepted, we can assume that perceive level of employer brand attractiveness is high from the viewpoints of current employees. In addition, we will find out how managers of the company X perceive the employer brand attractiveness of the company X (employer branding, brand positioning).

This will be an answer for the first and second research sub-question.

H2 There is a positive effect of employer brand attractiveness attributes of company X on current employees' job satisfaction

H3 There is positive effect of employer brand attractiveness attributes of company X on current employees' word-of-mouth

H4 There is positive effect of employer brand attractiveness attributes of company X on current employees' willingness to stay within the company X

Hypotheses H2-H4 are based on the assumption that company X has strong employer brand attractiveness (see chapter 3.2.). As we found out from the theory, strong employer brand results in

positive employees' behavior, which further leads to enhanced company performance and competitive advantage (Moroko and Uncles 2008; Backhaus and Tikoo, 2004; Ambler & Barrow, 2016; Edwards, 2009; Kahn, 1990; Robinson, et al., 2004; Shuck & Wollard, 2010; Farquhar, 1989)

This will be an answer for the main research question and provide the answer for the first part of the third sub-question (regarding the necessary to enhance the employer brand of the company X). The second part of the third research question (ways of enhancing the employer brand if needed) will be based on the theory.

To test all hypotheses, it is necessary to identify main attributes of the employer brand attractiveness, employees' word-of-mouth, satisfaction, and willingness to stay. These attributes will be used for the empirical study. Detailed methodology of the study is presented in the Chapter 4.

3. The Overview of the employer branding practices of the International Chains of the Full Service Hotels in Russia

To receive a better understanding of the employer branding in practice we should take into account specifics of the industry and context of the study. After the analysis of the scientific literature and other sources, we found out that employer brand attractiveness consists of internal attributes such as inter-departmental communication, employees' engagement, etc. High level of employer brand attractiveness can positively influence the employees' performance. However, it is necessary to understand the common working environment of the Hotel X before conducting the survey to find out possible external factors that can influence the employees' behavior.

Thus, first, an analysis of the Russian hospitality industry is conducted to understand its characteristics, level of economic development, key challenges and opportunities, key players, etc. All these factors will be crucial in the identification of the base of the employees' behavior regardless of the employer brand. This will help to answer a list of important question regarding necessity of loyalty to the company and motivation to stay within the company. For example, how difficult it is to switch a job? What is the general wage level? Which conditions of work are typical for the hotels?

As a result, this information will be used as guidance in developing a questionnaire for the empirical survey. It is important that analysis will be focused on the International Chains of the Full Service Hotels only and will not take into account other types of hotels. This analysis will be useful for the better understanding of the employer brand phenomenon in practice from managerial points of view.

Analysis of the Russian Hospitality Industry, Sochi

According to the data of MarketLine research, Russian hospitality industry is rather big – it serves about 8% of value of the European Hospitality market. Its value was about \$10 billion in the year 2013 and according to the market value forecast it will increase to \$17,4 billion by year 2018 when it will compose more than 20000 units of hotels of different types. (MarketLine, 2014).

In general, SWOT-analysis of the industry can be seen in Table 3.1. Russian is a big and vary country with rich history and nature, thus there are a lots of tourism attractions. However, level of service and infrastructure development may not always meet the European standards. Situation changes slowly.

Table 3.1. Russian Hospitality Industry from the points of view of international tourism

<p>Strengths</p> <p>Geographic situation of Russia</p> <p>Variety of tourism types</p> <p>Big range of tourists attraction</p> <p>Lots of international and domestic hotels of different types</p> <p>Improved infrastructure, quality of services and image after Olympic Games 2014</p>	<p>Opportunities</p> <p>Globalization</p> <p>The World Cup 2018</p> <p>Other international events organized in Russia¹ (e.g. The IV international festival "Caspian sea – the shores of friendship, June 2017 or VI International Sport Games “Asian Children”)</p> <p>Growth of investment attractiveness</p>
<p>Weaknesses</p> <p>Weak service</p> <p>Language barrier</p> <p>Weak road infrastructure</p> <p>Difficulties in getting visa</p> <p>Bad image of the country</p>	<p>Threats</p> <p>Economic sanctions</p> <p>Political instability</p> <p>Currency fluctuations</p> <p>High level of competitiveness among international markets</p>

Russian hospitality industry is heterogeneous - there are several main touristic spots: the biggest ones are Saint-Petersburg, Moscow and Center Russia (Novgorod, Suzdal) with ancient buildings, Siberia (lake Baikal) and Far East (geysers) with the beauty of nature and finally Sochi as new sport capital at the cost of warm Black sea (Touropia, 2016).

It is necessary to focus mostly on the Sochi tourism center because company X is presented in this city. However, overall situation of the industry will be under consideration.

Olympic Games 2014 has provided new opportunities for the industry. For instance, about \$40 billion of international investments were directed into the development of the Krasnodar region, especially into resort facilities in Krasnaya Polyana, Sochi, and at the coasts of the Black Sea; as a result 40000 rooms in hotels were created (RT, 2014). After such a huge governmental investments into roads, sport and leisure infrastructure, hotels and restaurants several international players such

¹ Full list of the events can be seen on the web site of The Ministry of foreign Affairs of the Russian Federation, Calendar of key events and activities in UNESCO. Source: <http://www.mid.ru/calendar>

as Rezidor, Swissotel, and Heineken came to the market. Thus, hospitality industry have been growing after the Olympic Games.

Due to improvement of the economic situation in industry, Sochi became one of the biggest tourism centers in Russia. As it was mentioned previously, building of new hotels creates new workplaces thus improving the employment situation in the region. As we can see from the Figure 3.1. amount of people, employed at hospitality and restaurant industry has been growing all the time. Majority of people (about 18% from the 100%) were occupied in this industry (Rosstat a, 2017).

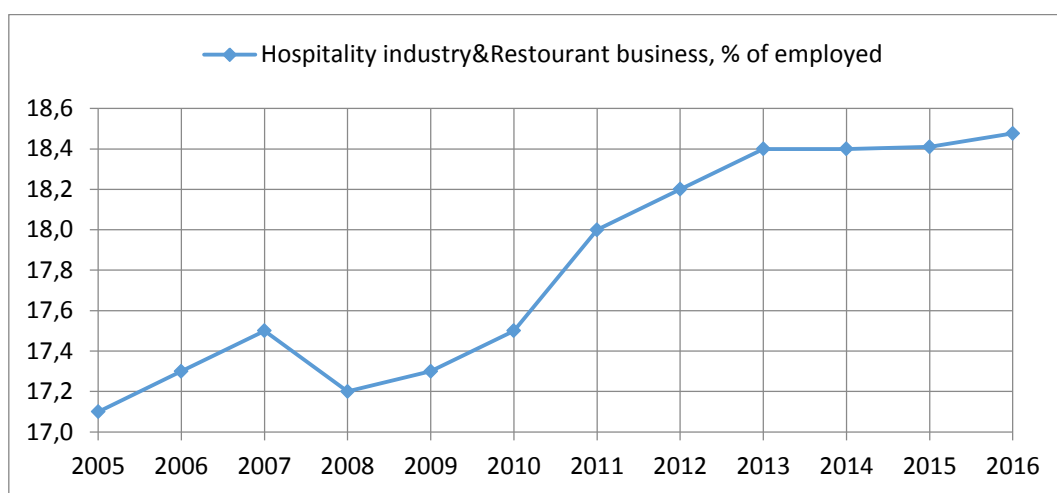


Figure 3.1. Change of employment dynamic in Hospitality&Restourant Industry.

Source: Rosstat a, 2017

Thus, we can see that hospitality industry is a preferred choice of work. This is interesting because the average level of salaries in this industry is one of the lowest one. As it can be seen from the table 3. 2. only agriculture and forest industry provide lower payment. However, this table describes only salary gross excluding tips which are rather big in a hotels.

It is important to move forward into the specifics of the Russian labor market. The most popular method of finding the job or employee in Russia is looking into web-site hh.ru (HeadHanter). From the viewpoint of the employee who would like to switch a job in Sochi, at the moment there are 98 hotel presented on the web-site, only 7 of them are representatives of international chain of full service hotels (SVOD International, Park Inn Rosa Khutor, Pullman, Marriot, Hyatt Regency Sochi, Radisson Blu Resort & Congress Centre, Radisson Blu Paradise Resort & SPA). Only 23 hotels out of 98 hotels have open vacancies before the high season (HH, 2017). It can be seen that competition on the labor market is rather high, so process of switching a job can be tough. Thus, **willingness to**

stay within the company could be caused by a fear of losing jobs without the possibility to find the new one.

Table 3.2. Average salary in Russia according to type of industry, 2017. Source: Rosstat b, 2017

Industry	Average salary, February 2017, rub
Agriculture, forestry, hunting, fisheries	21083
Mining	63560
Electric power	41390
Water supply; sanitation, management of collection and disposal of waste, elimination of impurities	25964
Buiding	31009
Trade and retail; repair of motor vehicles and motorcycles	29595
Transportation and storage	40198
Hospitality and restaurant business	21859
IT and communications	46798
Finance and insurance	93437
Real estate	29522
Science and technology	52222
Public administration and military security; social security	36852
Education	27333
Healthcare	28531
Culture, sport, recreation and entertainment	32130

As for working conditions the typical Russian situation can be illustrated with an example of 2 vacancies from HH.ru in the Table 3.3. Privet hotel works mostly illegally with poor work conditions and minimum requirements for candidate and instability in future development. It is obvious, that people prefer stability and honest working condition. Thus, truly motivated

professionals prefer to work in International Chain of Full Service Hotels where they can receive career growth, social payments and future opportunities.

Table 3.3. Comparison of vacancies in rivet hotel and in the International Chain of Full Service Hotels

Hotel	Vacancy, work conditions	Requirements
Hyatt Regency Sochi, International Chain of Full Service Hotels, 5 stars Vacancy: https://sochi.hh.ru/vacancy/20018318	Cook, salary 31000, 5/2, 8-hour working day, strict accordance with the labor code of Russian Federation, full social package, free uniform, free launched	<ul style="list-style-type: none"> • ability to work with process maps • knowledge of receipts and technology of preparation, quality requirements, terms, conditions of storage and distribution of all kinds of meat dishes • compliance with all sanitary norms • knowledge of the types and methods of processing raw materials • experience 3 years • Medical certificate
Hotel Arly, privat hotel, 3 stars Vacancy: https://sochi.hh.ru/vacancy/20166580	Chef, salary 50000-10000 rub, 6/1, working time not specify, no word regarding the Labor Code which means it violations, difficult work conditions, black cash salary and no social package	<ul style="list-style-type: none"> • Knowledge of European and Caucasian cuisine. Have a valid Medical certificate • Experience is required – 3 years • Diligence, punctuality, stress resistance,

Therefore, the high level **satisfaction** of employees in company X can be caused by primary work conditions.

Consequently, external situation in Russian Hospitality industry can influence the behavior of employees (H2-H4). Nerveless, such influence should not be the main factor but it should be taken into consideration.

4. Research Methodology

This chapter consists of the description of the research design with an explanation of the chosen methods. In addition, it provides information regarding data collection methods for qualitative and quantitative study. Attributes of employer brand attractiveness and employee behavior are explained in the part of data collection methods. Finally, there is a description of survey participants and explanation of validity of results.

4.1. Research Design

Both qualitative and quantitative methods will be used in this study in order to better explore, describe and research employer brand attractiveness and its effect on employees' behavior. Qualitative study will be used to educate the perceptions of managers regarding the employer brand attractiveness and develop the theory regarding the factors of brand attractiveness and employees' behavior. Quantitative study will be used to test the hypothesis in a structured and deductive way. Basic characteristics of the both methods can be seen from the figure 4.1.

Quantitative	Qualitative
Objective	Subjective
Researcher is independent of research	Researcher interacts with research
Value free and unbiased	Value laden and biased
Impersonal voice	Personal voice
Deductive process	Inductive process
Structured	Unstructured
Accurate and reliable through reliability and validity testing	Accurate and reliable through verification
Test a theory	Develop a theory

Figure 4.1. Basic characteristics of the quantitative and qualitative research methods.

Consequently, the research design of the study can be characterized as a mixed-method research - qualitative and quantitative data collection techniques are used sequentially. Such research design provides an opportunity to answer the research question in a better way with the high level of confidence (Tashakkori and Teddlie, 1998).

The model of the research design can be seen from the figure 4.2. Firstly, the attributes of the employer brand attractiveness needed to the quantitative research were identified from the previous literature (Berthon et al. 2005; Joo & Mclean, 2006; Robinson, et al., 2004; Shuck & Wollard, 2010; Kahn, 1990; Rampl and Kenning, 2014; Ambler and Barrow, 2016, 1996; Backhaus and Tikoo, 2004; Zhu and Wang, 2014;).

The identified attributes were the following: **love to work, sense of excitement& meaningful work, good inter-departmental communications, proper financial reward, career opportunities, staff development and education, organizational culture, vary initiatives, pleasant working atmosphere, career development opportunities, engagement and opportunities to make a difference.**

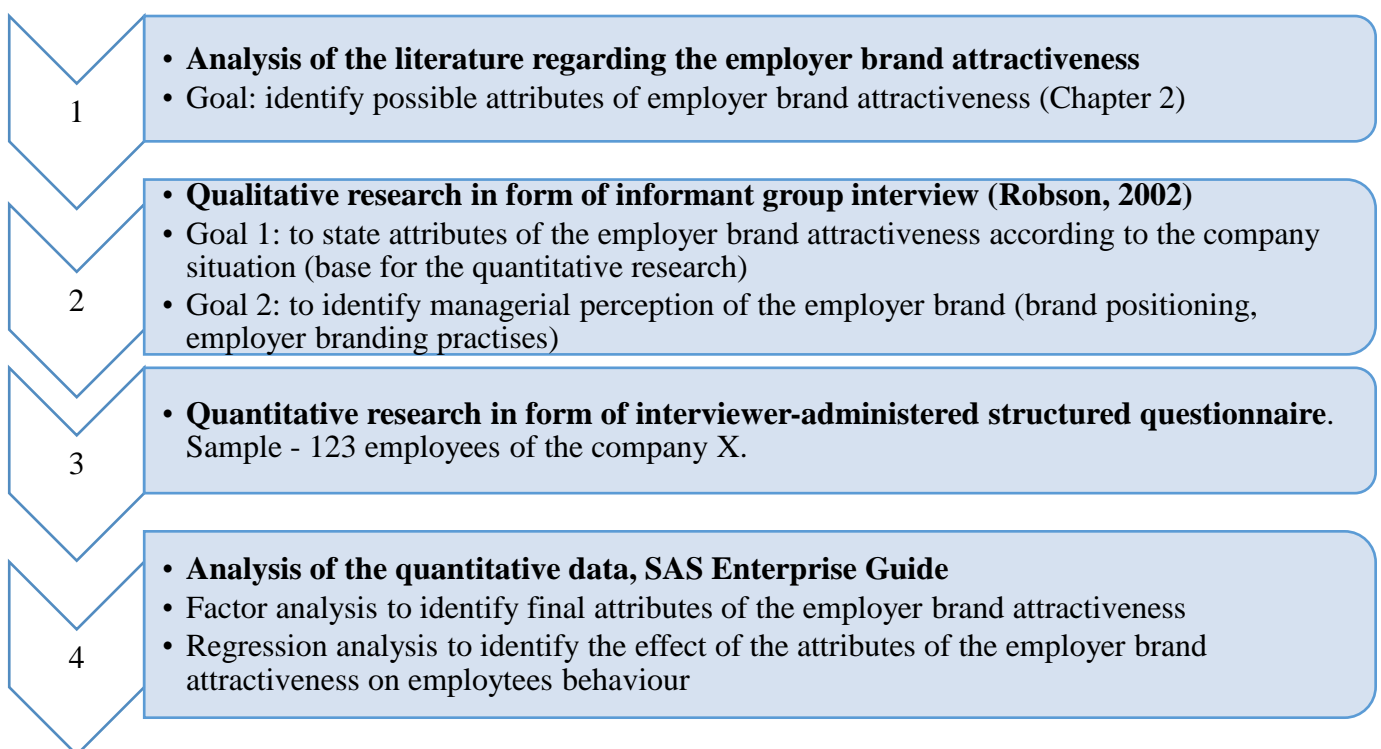


Figure 4.2. The research design model

Next, scientifically verified outcome factors were identify from the similar study of King & Grace, 2010). Authors suggested following factors of the brand equity and employee behavior measurement (see figure 4.3.)

Information generation
Knowledge dissemination
Role clarity
Brand commitment
Brand citizenship behaviour
Employee satisfaction
Employee intention to stay
Positive employee word-of-mouth
Management support
Organisational socialisation
Attitude towards their job
Employee involvement
The “H” factor

Figure 4.3. Factors of employees’ behavior and brand equity.

Source. King & Grace, 2010

The compiled list of the attributes was presented in the informant group interview where managers discussed the list and chose the final list of factors. Current brand positioning and employer branding practices from the managerial perspective were also discussed.

Finally, data for the quantitative research according to the identified attributes was collected from 123 random employees representing different ages and departments. More details about the data collection process can be found below.

The quantitative study contains two main parts: factor analysis of the identified brand attractiveness attributes and an empirical research of the regression between perceived brand attractiveness attributes and employees’ behavior of the company X (employees’ satisfaction, word-of-mouth and willingness to stay within the company). Result of the study will show current level of the employer brand attractiveness and its effect on the employees’ behavior.

Thus, qualitative study in this thesis will provide the base for the quantitative study and possibly identify the gap between managerial and employee viewpoints on the employer brand attractiveness.

4.2. Data collections methods

First of all, it is necessary to explain why qualitative research was needed. As it was mentioned in the Chapter 2.4 qualitative study was conducted in order to identify managers’ perceptions of the attributes of the employer brand attributes, stated in the hypothesis. To solve this problem and identify factors qualitative study was conducted in a form of in-depth interview with the marketing & PR manager and the deputy of the HR manager. These managers were chosen because of the fact

that employer branding is built with the cooperation of Marketing and Human Recourse Management (Edwards, 2009).

In-depth group interview was chosen because the goal of the interview was to **explore** the opinions and perceptions of the managers. Thus, non-standardized interview is better in such condition because of the possibility to reach free ideas exchange and deep understanding of the context (Cooper and Schindler 2008). According to the typology of the Robson (2002) the interview can be characterized as an informal one because the main goal was to find out perceptions of interviewees. They guide the process, share their opinion and discuss the issues freely.

The discussion was based on the prepared list of possible factors according to the similar research of King, Grace (2010) and analysis of literature (Chapter 2). Details of the interview can be seen in the Table 4.1.

Table 4.1. Description of in-depth interview

Description of respondents	Duration of interview	Date & time of the interview
Interviewee 1: A 27 years old female Marketing&PR manager, with 10 years of experience in the field of Marketing, 3 years in the company X	1, 5 hours 1 hour – discussion of the attributes of employer brand attractiveness and employees’ behavior	15.03.15 11AM-12-30 PM
Interviewee 2: A 25 years old female Deputy of the HR manager, with 5 years of experience in the field of Human Recourse Management, 3 years in the company X	30 minutes – discussion of current employer branding practices and brand positioning	

As a result of the interviews, list of the most important dependent and independent variables were created in the process of discussion. In the process were identified four variables, describing the employer brand attractiveness (employees’ engagement, positive corporate relationships and inter-department communication, employees’ sense of belonging to the company corporate culture, employees’ understanding and sharing values, goals of the company) and respectively, three

variables measuring the expected employee behavior outcomes (willingness to stay within the company, positive word-of-mouth and employees' satisfaction). Thus, managers chose attributes of the employer brand attractiveness that seemed to suit to the company brand in the best way.

The table 4.2. consists of definition of each factor in the research as well as the list of authors who claim that factor is important and can thus be characterized as an attribute of employer brand attractiveness/ employee behavior. Reasons of necessity of each factor from the managers' viewpoint are explained in the table. It is necessary to mention that column "Why it was chosen" is based on words and opinion of managers. Finally, method of the measure of each factor is explained.

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Table 4.2.Attributes of employer brand attractiveness and employee behavior

Explanation of each variable with the wording and questions are provided in the Appendix 1, Table A1.

Name of the factor	Definition and theoretical base of the attribute	Why it was chosen (managers' perception and opinion)	How it will be measured. (Each question is scaled from 1 to 5)
Employer brand attractiveness			
Employees' engagement	Level of participation of the employees of the company X into the company's life. Framework of King, Grace (2010), Robinson, et al., 2004; Shuck, & Wollard(2010); Backhaus & Tikoo (2004); Robinson et al. (2004).	If employees are really interested and attracted with the brand, they are ready to participate in every formal/informal event of the company X.	Adopted model of King, Grace (2010). 4 questions, 4 variables: sgnwebp, particp, wntrecog, sacrtim.
Positive corporate relationships and inter-departmental communication	Level of trust and quality of communications among employees and manager, among colleagues in the company X. Framework of King, Grace (2010); Ambler &Barrow (2016); Knox & Freeman, (2006), Berthon et al (2005).	Trust and cooperation are part of the employer brand positioning of the company X.	Adopted model of King, Grace (2010). 7 questions, 7 variables: interwdep, favatm, attnmanag, hedcomp, effectmanag, supmanagst, effecfeed
Employees' sense of belonging to the company	Level of understanding and sharing company culture which was transferred from managers to employees of the	Strong corporate culture is a part of the employer brand	Adopted model of King, Grace (2010). 3 questions, 3 variables: profcul, undrtofval, undrtodif

corporate culture	company X Framework of King, Grace (2010); Backhaus and Tikoo (2004); Mosley, 2007; Sullivan (2004); Fuchs,& Diamantopoulos, (2010)	positioning of the company X	
Employees' understanding and sharing of values, goals of the company	Level of understanding and sharing Brand messages from managers to employees of the company X Framework of King, Grace (2010), Fuchs& Diamantopoulos (2010); Mosley (2007); Moroko and Uncles (2008), Backhaus & Tikoo, (2004)	Employer Brand of the company X includes unique values. Managers transfer these values for the employees. If brand is attractive for them level of understanding and sharing should be high.	Adopted model of King, Grace (2010). 3 questions, 3 variables: fmlr,adhtprin, feelresp
Employee behavior			
Employees' desire to stay within the company	Behavior of employee of the company X when he/she do not plan to switch a job in a nearest future. Framework of King, Grace (2010); Mittal & Kamakura (2001), Ewing et. al.; (2002), Knox & Freeman (2006); Backhaus and Tikoo (2004).	Desire to stay is a best sign of loyal employee behavior	Adopted model of King, Grace (2010). 3 questions, 3 variables: persptgrw, hapworcon, destst
Positive word-of	Sharing positive information regarding the company, volunteering advertising of the company by employees of	Positive word of mouth is a best sign of	Adopted model of King, Grace (2010). 3 questions, 3 variables:

mouth	the company X Framework of King, Grace (2010), Sullivan (2004); Moroko and Uncles (2008)	employee motivation and inspiration	postinf, recworpl, tlkofcmp
Employees' satisfaction	Level of satisfaction of employees of the company X regarding their job Framework of King, Grace (2010), Mittal & Kamakura, (2001), Rampl and Kenning, 2014, Ewing et. al., 2002	Satisfaction means high level of performance	Adopted model of King, Grace (2010). 3 questions, 3 variables: finben, satwjob, lovtjob

Based on those factors, questionnaire for the quantitative study was created (Appendix 1). Questionnaire was designed by adapting the framework of King, Grace (2010). Answers were scaled from 1 to 5, where 1 is **strongly agree**, 5 is **strongly disagree** and 3 is “I do not know” (adopted Likert scale).

After preparation of the questionnaire, survey was conducted in a form of short (2-4 min) face-to-face structured interviews at canteen of the company X within 5 days from the time of the lunch (12 am – 1 pm). To reach a high response rate, questionnaire was an interviewer-administered one. There were 123 participants (50 men, 73 women) from different departments. All respondents were volunteers. It is important, that nobody could listen to the process of interviewing and respondents were not asked about their names and positions. More details about survey participants are presented in the part 4.3.

4.3. Description of survey participants and validity of results

There are 300 employees of the company X, including 43% of men and 57% of women. To reach the proper sample size in order to have valid results, formula from the Figure 4.4. was used (A.Surin, 2017).

With the confidence interval of 85%, sample size out of 300 respondents was 123 people. Unfortunately, higher confidence interval was not possible due to restriction from the management of the company X (e.g confident interval of 90% requires 163 respondents which was stated by managers as too many people). The response rate is 41% (123 respondents out of 300).

$$SS = \frac{Z^2 * (p) * (1-p)}{C^2}$$

Where:

Z = Z factor, p = the percentage interest of the respondents (0.5 default) and c = confidence interval in decimal form

Figure 4.4. Formula for the sample size. Source: Surin, (2017)

Thus, respondents are 123 employees with the keeping of the gender ration 43% of men – 53 and 57% of women – 70 employees to avoid the decrease in validity. This is a method of a quota sample of part of a larger population (Barnett, 1991). Except the gender choice, all respondent are random employees. All respondents were from different departments at the non-managerial positions. The age of respondents varies from 22 to 61 years.

To sum up, validity of the results is in the level of the confident interval of 85%. This is acceptable validity, although it creates limitation and increases the possibility of mistakes in the results.

The results of the study will be valid primary for the company X due to specific survey design but can be possibly used with some limits for explanation of the same relationships in the international chain of full service hotels in Russia because of the same context.

5. Empirical part: Data Analysis and Results

We start with the result of the 30-minutes qualitative interview regarding the company X. The overview of the company X is presented in order to understand its employer branding, brand positioning, current situation with employees, corporate culture and other attributes which can potentially have an influence on the empirical research. Internal company situation will be crucial for understanding the result of the study. Some information is based on the primary data from the interview, other information is based on the secondary data: provided materials and documents.

The next step is to provide the findings of the qualitative study: descriptive statistics of the variables, factor analysis with conduction of summated scales and regression analysis based on identified summated scales to test hypotheses.

5.1. Overview of the Company X

Company X is a 5 stars hotel belonging to a wide international chain of full services hotel. This chain was established in 1960 and it is now present in 80 countries with 1300 hotels, 209 000 rooms and 6 famous brands².

The brand of company X is also international and popular. The strategy of the hotel is to guarantee 100% guest satisfaction. To be able to do it, company establishes unique corporate culture and internal system of employees' education and development. Consequently, company X puts a lot of effort into employer branding.

It is important to mention that all information regarding the company is based on the sources, provided by company representatives such as Employee book, Brand Experience guide, Brand roadmap, Employees' satisfaction survey, Climate Analysis report and organizational structure. Due to confidentiality, these documents cannot be transferred to the third parties, therefore, all practices and figures will be provided in a common words and without details. However, preliminary internal situation regarding the employer brand and employer brand should be visible.

Company X is a hotel with 508 rooms, 5 conference halls, 4 restaurants, big SPA and 2 outdoor pools. At the moment, there are 300 constant employees, 129 men and 171 women. This amount will be increased for the high-season from the 1st May till 30th September.

² According to the information from company web-site

Organizational structure of the company is linear-functional. There are General manager (management from the chain), General director (management from the side of the Owner of property – hotel building) and top-managers of main departments: F&D , Rooms Division manager, Director of Sales, Revenue manager, HR Director, Financial Controller. The second level of management of the company are Senior managers: Executive Chef, Assistant F&D Director, Front Office manager, Housekeeping manager, SPA manager, Chief Engineer, Chief Security, Senior Sales manager, Purchasing manager, Chief Accountant, IT manager, Deputy HR managers. The third level consists of linear managers as Supervisors on restaurants, SPA, Housekeeping department and assistants of managers. The final level consists of employees in every department.

It is obvious, that such system requires well-prepared system of coordination, information exchange and communications among employees and management.

Company has strong corporate culture and unique employer brand. Hotel has its own logo, slogan, corporate colors, symbol and two talismans. Every employee should share brand promises to the guests and its colleagues and brand values. Every employee of the company should know its strategy and goals.

To implement this company conducts following employer branding practices:

- New Hire Orientation, where new employees know necessary details about company, its history and standards
- Training X, where all employees of the company know company's Brand Promises, values and standards of work with examples to fulfill the requirements
- Development trainings of different topics for constant employees to educate and support them
- Employee of Month/Year competition with prizes to motivate staff
- Monthly Recognition event to congratulate winners of the competition, employees' birthdays and employees who have the annual anniversary of the work in the company to support the loyalty
- Quarterly meeting for all employees to share company strategy, goals and performance
- Quarterly meeting of every employee with the Senior Manager to discuss the personal development plan, goals and career opportunities
- Staff parties to support relationships among employees

- Finally, managers motivate word-of-mouth of employees: to post photos and news regarding the company's life, to advertise the company as a work place.

As it is stated in the company, **employer brand positioning** attributes within the company X are motivation, energy, care and freedom, supportive leadership, trust, inspiration and initiative of employees.

According to the Climate Analysis report in the year 2016 satisfaction rate was at the level of 80% (38% of employees were very satisfied, 42% of employees - satisfied) , company image was positively evaluated by 88% of employees. An the same time level of motivation to word-of-mouth was lower – only 40%.

Moreover, according to the Climate Analysis report, majority of employees (96%) were happy with their current job and 89% did not plan to switch the job in the current year.

However, this spring HR department of the company X conducted a qualitative satisfaction survey among the employees to find out strengths and weaknesses of the employer brand. The result was following:

Points of proud: relationships among employees, perfect service, attention to the guest, fulfillment of the brand promises to the guests, efficiency and flexibility, compliance with standards

What should be improved: motivations among employees, word-of-mouth, additional services for the guests, employee development, working conditions, uniform

Points of dissatisfaction: not enough training, no medical insurance provided to employees by hotel, not enough employee recognition, slowly career development

Consequently, based on the results, from the view of the employer brand employees seem to be engaged into life of the company X, they understand and follow its standards, relationships among colleagues are good. However, working conditions and development system of the company is not as inspiring as it was described by managers.

Thus, it can be assumed that employees of the company X positively evaluate the company's employer brand. In the same time, according to the official data of the company, employees should have high level of satisfaction, word-of-mouth caused with strong employer brand. Finally,

according to the data from the managers, most of the employees would like to stay within the company.

5.2. Findings

This part consist of quantitative data analysis. It was conducted with the help of the SAS Enterprises Guide program. Analysis includes descriptive statistics to explain general trends of perceptions of the employees regarding the brand attractiveness, behavior and respondents background information. Factor Analysis was conducted to check if variables load to the same factor, diminish them, if necessary and create summated scales for the further analysis. Finally, Regression analysis was conducted to test the hypotheses.

5.2.1. Descriptive statistics

There were 123 respondents in the survey, 43% of men and 57% of women. Majority of the respondents have worked for the company about 1,8 year (44%), the second biggest group (35%) have been working for the company about 3 years. Other details can be seen from the figure 5.1. This figure is based on means' values of the variable work1 (at this job I have been working ...years). It also includes the percent of the employees, related to the each mean value.

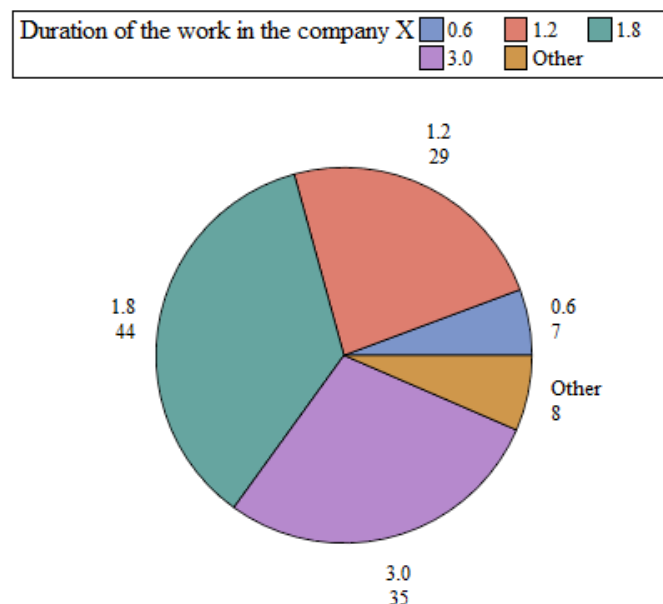


Figure 5.1. Descriptive statistics. Percent of respondents' years of work in the company X

Company X has rather young staff. The majority of the respondents (34% for women and about 25% for men) is in age between 26-28 years. The second biggest group for women (18%) and for men (13%) is in age between 31-33 years. All other details can be seen from the figure 5.2.

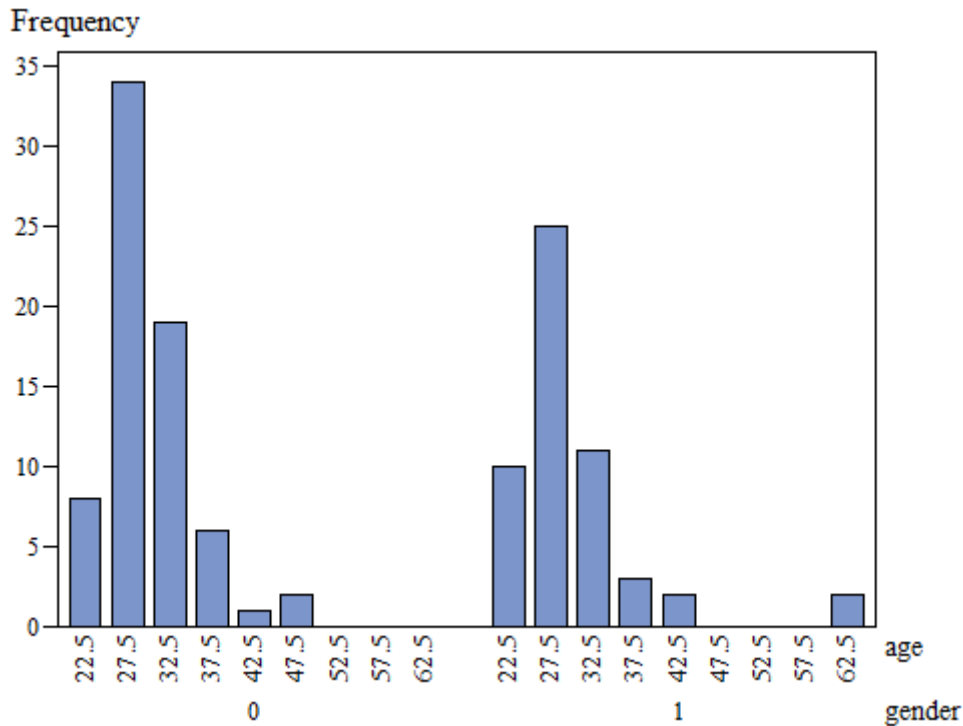


Figure 5.2. Age and gender of respondents.

Layout: 0 = women, 1 = men

General trends of the employees’ perception can be characterized as a positive for the company. According to the analysis of the means we can assume that employees positively perceive the brand attractiveness of the company. Details can be seen from the Appendix 2.

About 70% of respondent love their work, 58% of respondent recommend company X as a work place for their friend and family and 74% of respondents do not plan to switch a job. More than 85% respondents are familiar with the strategy and goals of the company, understand and share corporate principles, standards and feel responsible for the company’ success. More than 86% of respondents feel themselves as a part of the corporate culture of the company; understand its value and difference. More than 73% of respondents positively evaluate their relationships with colleagues and management (evaluation was based on one-way frequency analysis, perceptions were calculated as a lowest sum of percent for answers 1 – “absolutely agree” and 2 –“ tend to agree” for each variable of the factor).

Majority of variables are evaluated positively (from 1 to 2) except the some attributes of employees' engagement and desire to stay in the company (it was assessed from 2 to 3). It shows that managers of the company X perceive brand attractiveness of the company X and employees' behavior correctly except the fact that level of employees' engagement and desire to stay in the company is not as high as perceived.

5.2.2. Factor Analysis

Factor analysis was conducted to examine the pattern of correlations between the variables and to identify and exclude the influence by the same factors (DeCoster, 1998). The model of the Factor analysis is presented in the figure 5.3. DeCoster (1998) states that each measure of the study (e.g. Measure 1 –Measure 5) has unique factor of influence (e.g. E1-E5). The goal of the factor analysis is to find out these unique factors – loadings

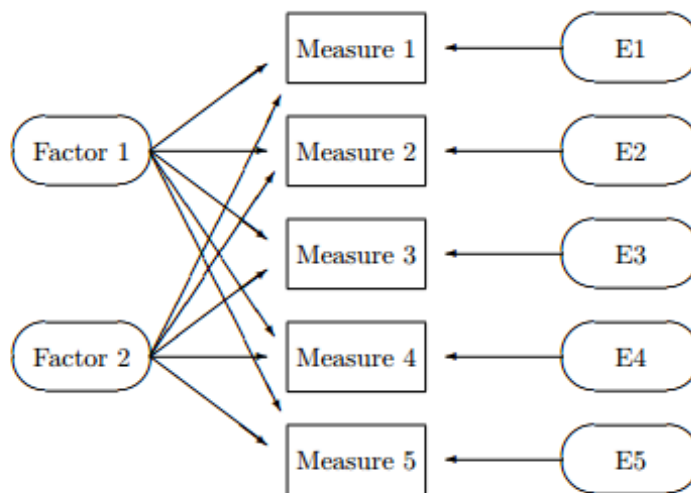


Figure 5.3. General Model of the Factor Analysis.

Process of the factor analysis is described on the figure 5.4. The factor analysis aimed to diminish the amount of variables, transfer each variable to the proper factor and to create the summated scales for the further analysis.

Promax rotation method was chosen for the analysis. There were 2 group of analysis. First group of analysis consists of independent variables, second group of analysis consists of dependent variables.

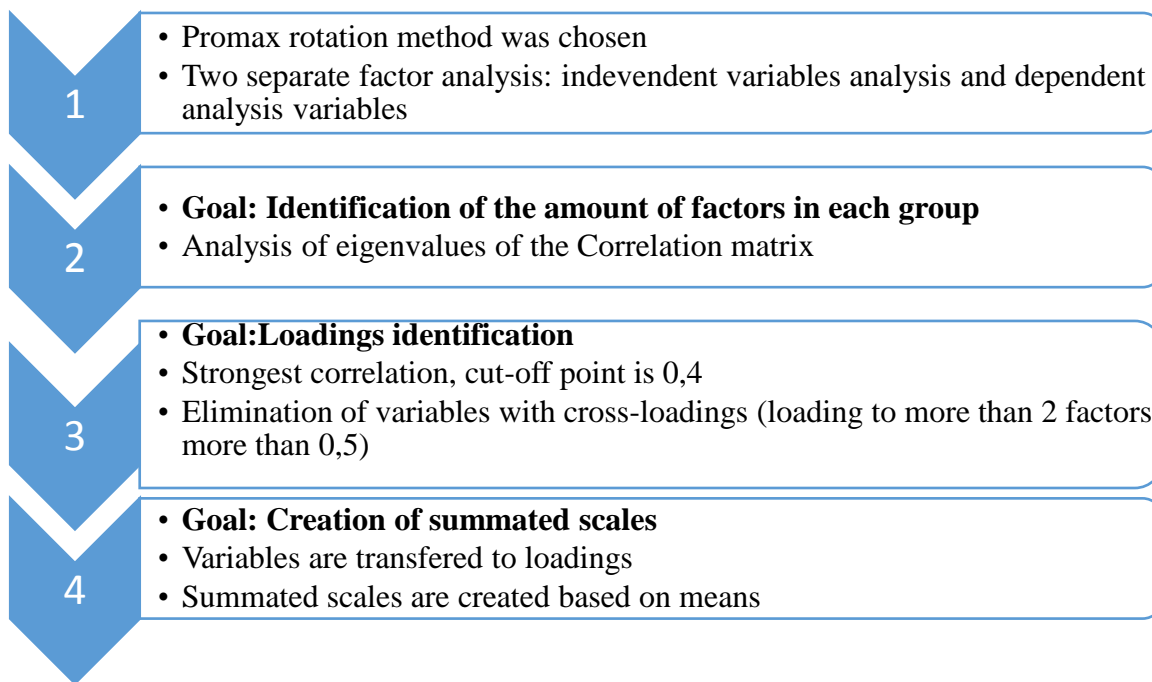


Figure 5.4. Model of the factor analysis

Within the groups, all variables were analyzed together to avoid the situations when paired factors load to the third factor of the group. Amount of factors were stated according to eigenvalues of the Correlation matrix: eigenvalues should be more than one. (See Appendix 3, Tables A3 and A5 for details). There are four factors in the independent variable group. According to the cumulative value, first four factors explain 72,2% of the total variance.

There are three factors in the dependent variables group. According to the cumulative value, first three factors explain 71,4% of the total variance

Thus, four and three-factors solutions respectively are rather suitable. Results regarding independent and dependent variables regarding factors can be seen on the table 5.1.

As a result, 2 promax rotated component structure matrixes was created (Appendix 3, Tables A4 and A6). Each variable is directed to the factor with the strongest correlation, 0,4 is the lowest accepted level. If variables strongly load (more than 0,5) with two or more factors, they are eliminated.

Table 5.1. Eigenvalues for factor analysis

Eigenvalues of the Correlation Matrix: independent variables			
Eigenvalue	Difference	Proportion	Cumulative
6.35	4.00	0.373	0.373
2.35	0.38	0.138	0.511
1.97	0.36	0.116	0.627
1.60	0.65	0.094	0.722
Eigenvalues of the Correlation Matrix: dependent variables			
Eigenvalue	Difference	Proportion	Cumulative
3.38	1.53	0.375	0.375
1.85	0.65	0.206	0.581
1.20	0.39	0.133	0.714

Thus, independent variables undrtofdif (I can clearly understand the difference among the corporate culture of the company and my previous place of work) and supmanagst (the managerial style of my manager is advisory and supportive) have cross-loadings. Dependent variable tlkofcmp (I love to talk about the company to others in a positive way) also has two loadings. These variables were eliminated from the lists of factors. Cross-loading can happen due to small size of sample and improper design of questionnaire.

All other variables are transferred to the suitable factors. Results can be seen from the figures 5.5.and 5.6. Level of correlation of variables with loadings was rather high. It can be seen, that some variables were loading to differ factor that was assumed previously. This can be because of improper design of questionnaire.

Independed Variables Loading Structure (Correlations)				
5-points Likert scale (1 - completely agree, 5 completely disagree)	Factor1	Factor2	Factor3	Factor4
The sense of belonging of employees to the company culture				
I feel responsible for the overall success and failure of the company (feelresp)	0.75609			
I feel myself as a part of the corporate culture of the company(profcul)	0.94780			
I understand the meaning and value of the corporate attributes (undrtofval)	0.90677			
I effectively interact with employees from other departments (interwdep)	0.77358			
There is effective feedback from top management in the company (effecfeed)	0.69293			
I can sacrifice my personal time to do something important for the company (sacrtim)	0.63271			
Positive corporate relationships and inter-departmental communication				
In my department we work in a favorable atmosphere (favatm)		0.77906		
My division manager is attentive to the needs of employees and their working conditions. (attnmanag)		0.66653		
The competence of the head of my Department has no doubt (hedcomp)		0.93214		
My division manager effectively plans the work of the Department, successfully divides responsibilities, sets specific objectives and actively contributes to its achievement. (effectmanag)		0.88026		
Employees understanding and sharing values, goals of the company				
I am familiar with the philosophy, development strategy and goals of the company, clearly understand and share them (fmlr)			0.85975	
I am clearly and daily basis adhere to corporate principles and standards in the workflow (adhtprin)			0.96080	
Employees engagement				
I signed up for the corporate page of the company in social networks (sgnwebp)				0.85987
I participate in all corporate events of the company (particp)				0.64119
I won in the recognition event of employees' achievements or has been nominated to win (wntrecog)				0.70960

Figure 5.5.Division of independent variables according to factors

Depended Variables Loading Structure (Correlations)			
5-points Likert scale (1 - completely agree, 5 completely disagree)	Factor1	Factor2	Factor3
Positive WOM			
I recommend the company to my friends as a possible workplace (recworpl)	0.72149		
I have clear perspectives for further growth in the company(including training) (persptgrw)	0.78472		
In my company I am happy with a social package, career opportunities, working conditions (hapworcon)	0.88317		
Employees desire to stay within the company			
I am posting positive information about the company, photos from the work in social networks (postinf)		0.69121	
At the moment I do not consider the possibility of finding job in another company (destst)		0.68653	
Employees satisfaction			
Financial benefits of my work in the company is commensurate (finben)			0.90974
I am satisfied with a job, working conditions (satwjob)			0.87461
I love my job (lovtjob)			0.73448

Figure 5.6.Division of dependent variables according to the factors

In the independent variables group, factor 1 (the strongest one) is “The sense of belonging of employees to the company culture”, factor 2 (the second strongest) is “Positive corporate relationships and inter-departmental communication. Factor 3 is “Employees’ understanding and sharing values, goals of the company” and factor 4 is “Employees’ engagement”.

In the dependent variables group, factor 1 (the strongest one) is “Positive WOM”, factor 2 (the second strongest) is “Employees’ desire to stay within the company”, factor 3 is “Employees’ satisfaction”.

The next step was calculation of summated scales based on the loadings of the factor analysis. All variables highly loading on the same factor (figures 5.5., 5.6.) were combined into one summated scale with average score. Such method can be used to decline the measurement error (Joseph et al, 2007).

In a result, there were four independent variables: senseofbelon (factor 1, “The sense of belonging of employees to the company culture”), intercommun (factor 2, “Positive corporate relationships and inter-departmental communication”), shareval (factor 3, “Employees’ understanding and sharing values, goals of the company”) and engag (factor 4, “Employees’ engagement”).

There were three dependent variables positivewom (factor 1, “Positive word-of-mouth”), destsinc (factor 2, “Employees’ desire to stay within the company”) and satisfaction (factor 3, “Employees’ satisfaction”).

To verify the reliability of the results, Cronbach coefficient alpha was calculated for each summated variable. The proper level of reliability was verified with the lowest accepted level of the coefficient as 0,7. Coefficients can be seen from the table 5.2. All summated scales exceeded the required level of value and can be characterized as reliable. In addition, descriptive statistics for summated scales were calculated.

Table 5.2.Descriptive statistics and Cronbach Coefficient Alpha for summated scales

summated scale	mean	Std.dev	Cronbach Coefficient Alpha
senseofbelon	1.449	0.680	0.756
intercommun	1.800	0.927	0.799
shareval	1.569	0.764	0.865
engag	2.336	1.099	0.878
positivewom	1.940	0.818	0.751
destsinc	2.236	0.944	0.814
satisfaction	1.910	0.817	0.835

It can be seen that all independent variables except employees’ engagement were evaluated by employees in a highest level: between 1 and 2. Employees’ engagement was evaluated at the high level: between 2 to 3.

According to the one-way frequencies analysis, 95.93% of respondents positively evaluate the sense of belonging to the company culture, 82.93% of respondents positively evaluate the inter-departmental communication of the company X. 88.62% of respondents positively evaluate sharing and understanding of company’s value and 66.67% of employees positively evaluate current employees’ engagement (see Appendix 4 for details).

Thus, it is possible to assume that employees perceive the employer brand of the company X as attractive. **H1. “Current employees of the company X positively evaluate the attributes of the employer brand attractiveness of the company X” is fully accepted.**

In addition, levels of satisfaction, word-of-mouth and employees’ desire to stay within the company can be characterized as relatively high ones. More than 75% of respondents were satisfied, more than 80% were involved into the positive word-of-mouth and more than 50% desire to stay within the company while about 45% do not know if they want to leave the company (see Appendix 4).

5.2.3. Regression analysis and testing of the hypothesis

Further research is conducted based on summated scales.

Before the conduction of the regression analysis, it is necessary to study the Correlation analysis to make preliminary conclusions regarding the strength and direction of relationship between independent and dependent variables. Pearson correlation matrix can be seen on the figure 5.7.

The coefficient is reliable, if p-value < 0.05. Statistically significant coefficients are highlighted with red color, unreliable are highlighted with grey color.

Thus, we can assume that there is a medium positive connection between satisfaction and sense of belonging to culture. Word-of-mouth seems to have positive connection (high or low) with all independent factors. Desire to stay in the company has medium positive connection with employees’ engagement.

Pearson Correlation Coefficients, N = 123							
Prob > r under H0: Rho=0							
	senseofbelon	intercommun	destdinc	shareval	satisfaction	positive wom	engag
senseofbelon	1.00000	0.35185	0.13611	0.18835	0.40318	0.78697	-0.02225
intercommun		1.00000	0.16887	0.25401	0.17116	0.35364	0.16015
destdinc			1.00000	0.10799	0.21017	0.17947	0.50670
shareval				1.00000	0.03847	0.15979	-0.01488
satisfaction					1.00000	0.39025	-0.12969
positive wom						1.00000	0.03161
engag							1.00000

Figure 5.7. Pearson Correlation Matrix

Linear regression model was chosen because it is suitable for the description of central tendencies in relationships of one dependent and several independent variables (Greene, 2008). According to Greene (2008):

- R-square < 0.09, regression model is non-significant,
- R-square > 0.49, regression model is significant,
- 0.09 < R-square < 0.49, regression model is potentially significant and the check of the p-value of the model is required.

There are three separate regression models based on three dependent variables: positive word-of-mouth, employees' desire to stay within the company and employees' satisfaction. In addition, there are three hypotheses of the research regarding the effect of the employer brand attractiveness factors on the employees' behavior.

H2 There is a positive effect of employer brand attractiveness attributes of company X on current employees' job satisfaction

Regression model 1 was following: satisfaction = 1.45965+ 0.46598* senseofbelon+0.06261* intercommun + +0.05859* shareval+0.10482* engag

However, R-square was only 0.1849, adjusted R-square was 0.1572. Thus, only 15,72% of variability of employees' satisfaction can be explained by brand attractiveness attributes. Regression model was significant with F-value of 6.69 (p-value <.0001).

At the same time all independent variables except the sense of belonging had a non-significant effect on satisfaction as p-value was more than more than 0,05 (details can be seen at the table 5.3).

Table 5.3. Parameters of the regression model 1

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t	Standardized Estimate
Intercept	1	1.45965	0.24789	5.89	<.0001	0
senseofbelon	1	0.46598	0.10741	4.34	<.0001	0.38818
intercommun	1	0.06261	0.08119	0.77	0.4422	0.07108
shareval	1	0.05859	0.09256	-0.63	0.5279	-0.05480
engag	1	0.10482	0.06280	-1.67	0.0977	-0.14101

As a result, we can assume that if sense of belonging to company culture increases on 1, employees satisfaction will increase on 0.46598.

To sum up, we can partly accept the hypothesis H2. There is a positive effect of sense of belonging (as a factor of employer brand attractiveness) on the employees' satisfaction.

H3 There is positive effect of employer brand attractiveness attributes of company X on current employees' word-of-mouth

Regression model 2 was following: $\text{word-of-mouth} = 0.36165 + 0.47251 * \text{senseofbelon} + 0.26823 * \text{shareval} + 0.14121 * \text{engag} + 0.13720 * \text{intercommun}$.

R-square was 0.6264, adjusted R-square - 0.6138. Thus, the regression model is significant, 61,38% of positive word-of-mouth variability is explained with brand attractiveness factors.

F-value of the model was 49,47 (p-value <.0001). It is important that all parameters were significant. P-values can be seen from the table 5.4.

Table 5.4. Parameters of the regression model 2

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t	Standardized Estimate
Intercept	1	0.36165	0.13196	2.74	<.0001	0
senseofbelon	1	0.47251	0.05838	8.09	<.0001	0.52886
shareval	1	0.26823	0.05193	5.17	<.0001	0.31245
engag	1	0.14121	0.03798	3.72	0.0003	0.22466
intercommun	1	0.13720	0.04713	2.91	0.0003	0.19511

Thus, there are positive effect of brand attractiveness on the employees behavior: if each factor of brand attractiveness increases by 1, word-of-mouth will increase on 0.47251, 0.26823, 0.14121 and 0.13720 respectively.

Hypothesis 3 is accepted fully. There is positive effect of employer brand attractiveness attributes of company X on current employees' word-of-mouth.

H4 There is positive effect of employer brand attractiveness attributes of company X on current employees' willingness to stay within the company X

Regression model 3 is following: employees' willingness to stay within the company = $-0.78153 + 0.15445 * \text{senseofbelon} + 0.02718 * \text{intercommun} + 0.10842 * \text{shareval} + 0.43298 * \text{engag}$
R-square was 0.3845, adjusted R-square was 0.3602. Thus, 36.02% of employees' willingness to stay variability can be explained by factors of the brand attractiveness. Model was significant (p-value <.0001). F-value was 11.73.

However, only parameter of employees' engagement provide a statistically significant effect on the employees' willingness to stay within the company. Details can be seen from the table 5.5. All other factors are do not provide a statistically significant effect on employees' desire to stay.

Table 5.5. Parameters of the regression model 3

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t	Standardized Estimate
Intercept	1	0.78153	0.26842	2.91	<.0001	0
senseofbelon	1	0.15445	0.11630	1.33	0.1868	0.11132
intercommun	1	0.02718	0.08792	0.31	0.7578	0.02670
shareval	1	0.10842	0.10022	1.08	0.2815	0.08774
engag	1	0.43298	0.06800	6.37	<.0001	0.50398

Thus, there is a positive effect of employees' engagement on the employees on desire to stay in a company. If engagement increases on 1, desire to stay will increase on 0.43298

Therefore, hypothesis 4 can be partly accepted. There is positive effect of employees' engagement (as an employer brand attractiveness factor) on current employees' willingness to stay within the company X.

5.2.4. Summary of the results

The aim of this research was to understand how the employer brand forms its attractiveness. Current employer brand positioning of the company X was identified within the in-depth interview. It is based on motivation, energy, care and freedom, supportive leadership, trust, inspiration and initiative of employees. In addition, company conducts set of employer branding practices, aimed to transfer company's values and work standards to employees, motivate employees, make them feel

themselves as a part of the company, support the relationships among employees and positive word-of-mouth. Managers perceive the motivation of the employees' initiative as an important part of the employer brand. In addition, managers of a company perceive the attractiveness of the employer brand as a high one.

As a result of the empirical analysis, following factors of employer brand attractiveness were identified: employee's sense of belonging to culture, positive inter-departmental communications, understanding and sharing of company's values by employees and employees' engagement to the company life.

In addition, "the sense of belonging of employees to the company culture" was the strongest factor, which explains about 38% of all variance. Thus, attractive employer brand primary makes employees belong to the culture: understand its values and attributes, feel themselves as a part of the company, feel responsible to company's successes and failure, etc. The second strongest factor was positive inter-departmental relationships (explains 13,8% of variance). Thus, attractive employer brand includes favorable working atmosphere, good relationships with management and high competence of the management.

The focus of the research was the influence of the employees' perception of the brand on their satisfaction, word-of-mouth and willingness to stay within the company. There were four hypothesis: the first one regarding the overall evaluation of the employer brand attractiveness by employees and next three regarding the effect of the employer brand attractiveness factors on the employees' behavior.

According to the results, H1 was fully accepted. Employees perceive sense of belonging to culture, positive inter-departmental communications, understanding and sharing of company's values by employees and employees' engagement to the company life as existing phenomena of the company X. Factors were evaluated at the high level. Means of the factors were 1.449, 1.800, 1.569 and 2.336 respectively, where 1 was absolutely agree, 2 – agree. In addition, one-way frequencies show the high percent of the evaluation.

According to the results, it can be assumed that there is **no gap between managerial and employees' perceptions of the employer brand attractiveness**. Both parties perceive the current employer brand of the company X as attractive.

H2 was partly accepted. Regression analysis identifies the positive effect of sense of belonging (as a factor of employer brand attractiveness) on employees' satisfaction. All other factors were non-

significant due to p-value of the parameters (p-value was more than 0,05). However, only 15,56% of variability of employees' satisfaction can be explained by sense of belonging.

H3 was fully accepted. There is positive effect of all employer brand attractiveness factors of company X on current employees' word-of-mouth. Employer brand attractiveness factors can provide an explanation of 61,38% of positive word-of-mouth variability.

Finally, H4 was partly accepted. There is positive effect of employees' engagement (as an employer brand attractiveness factor) on current employees' willingness to stay within the company X. All other factors were non-significant due to p-value of the parameters (p-value was more than 0,05). Thus, 35,06 % of the desire to stay variability can be explained by employees' engagement.

It can be assumed that, it is necessary to develop all factors of the employer brand attractiveness in the company X to raise the level of positive word-of-mouth. This will result in an increase of the advertising company as work-place. In addition, it will positively influence on company image as employer. Positive word-of mouth may support employer brand positioning of the company X.

Development of the employees' sense of belonging to the company's culture and employees' engagement results in increase of level of loyalty and satisfaction. This may positively influence on the company performance in a long-term perspective because loyal and satisfied employee tend to work better.

6. Discussion and conclusion

This chapter is aimed to discuss of the results of the research and conclude how they can be used in business. Firstly, research questions of the study will be discussed. Answers for all research questions will be provided. Secondly, the managerial implication of the results will be suggested. Finally, limitations of the study and possible future research will be explained.

6.1. Discussion of results

To discuss the results of the study, answers on research questions will be provided. Results will be discussed from the viewpoint of the theoretical implication and compliance with the existing theoretical frameworks.

The first research question was following:

How employer brand attractiveness of company X influence on current employees' behavior?

During the research, following factors of the employer brand attractiveness were identified: employee' sense of belonging to culture, positive inter-departmental communications, understanding and sharing of company's values by employees and employees' engagement to the company life.

The strongest factor was employees' sense of belonging to company's culture. This highest power of this factor supports the existing theoretical contributions. Previously Ambler and Barrow (2016, 1996) stated that sense of belonging to culture is associated with psychological benefits of the employer brand. Psychological benefits can be characterized as the most important ones for the employees (Ambler and Barrow, 2016, 1996, Knox&Freeman, 2006). In addition, employees perceive the value of the corporate culture as a social value of a company as a work place (Berthon et al., 2005) Social value was assumed as a most important value for the employees (Berthon et al., 2005, Rampl and Kenning, 2014).

The second strongest factor was positive inter-departmental communications. The power of this factor was also supported by existing studies. This factor was strong because positive inter-departmental communications are the main source of the social value (Berthon et al., 2005, Rampl and Kenning, 2014). In addition, positive inter-departmental relations forms sincerity and trust

among employees which are explained 71% of the employer brand attractiveness (Rampl and Kenning, 2014).

Third factor was sharing of company's values by employees. This factor was important because clear goal, philosophy and strategy of the company create an understanding of work importance for the employees. Therefore, meaningful work is crucial for employees and can be characterized as a basis of the interest value (Berthon et al, 2005, Joo & Mclean, 2006).

Finally, employees' engagement to the company life is closely linked with greater employees' satisfaction, productivity, resulting in higher profit and company competitiveness on the market (Backhaus & Tikoo, 2004). This factor is formed with cognitive, emotional and behavioral states of an employee which are aimed to achieving organizational goals (Shuck& Wollard, 2010).In addition, employee engagement can be characterized as a distinctive feature of a brand attractiveness (Robinson et al. 2004).

Thus, all identified factors build brand attractiveness and can possibly provide an effect on employees' behavior.

Based on the regression models, we can assume that employer brand attractiveness positively influence on the employee' behavior in general. H2 (there is a positive effect of employer brand attractiveness attributes of company X on current employees' job satisfaction) was partly accepted. H3 (there is positive effect of employer brand attractiveness attributes of company X on current employees' word-of-mouth) was accepted. H4 (there is positive effect of employer brand attractiveness attributes of company X on current employees' willingness to stay within the company X) was partly accepted.

Firstly, sense of belonging positively effect on the employees' satisfaction. This research outcome partly supports the ideas of Rampl and Kenning (2014), Ewing et. al. (2002) and Knox & Freeman (2006) who discuss the influence of the employer brand on employees' satisfaction. In addition, Ambler and Barrow (1996) state that psychological benefits of the employer brand (sense of belonging) are closely linked with level of satisfaction.

This result can be explained as following: employees feel themselves as a part of the company and tend to be more proud for their work and performance because they understand how crucial they are for the company. Thus, their level of satisfaction increases.

Secondly, there is positive effect of all employer brand attractiveness factors of company X on current employees' word-of-mouth. This research outcome supports existing theoretical contribution regarding the complicated nature of the word-of-mouth. According to the Farquhar (1989) word-of-mouth is an outcome of positive cognitive evaluations of the brand attractiveness from different perspectives. In addition, word-of-mouth is multidimensional concept which is based on different factors: sense of proud for the company, employees' engagement, strong company culture, brand awareness, etc, (Sullivan, 2004, Moroko and Uncles, 2008).

The result can be explained as following: employees voluntary advertise a company as a workplace only if they perceive company's employer brand as attractive from all points of view.

Finally, there is positive effect of employees' engagement on current employees' willingness to stay within the company. Backhaus & Tikoo (2004) stated the connection between desire of employees to stay within the company and employees' engagement. In addition, employees' engagement was described as cognitive, emotional and physical involvement of employees (Robinson, et al., 2004; Shuck & Wollard, 2010, Kahn, 1990). Thus, high level of the personal involvement positively results on employees desire to stay with the company.

This result can be explained as following: if employees are highly involved into the company life, they put an effort and emotions into their work. Thus, they tend to be more loyal and do not want to leave the company because it becomes important for them.

To sum up, there is a positive effect of brand attractiveness factor on the behavior of current employees of the company X.

The research first sub-question was following:

How attractive is the employer brand of the company X from the managerial point of view?

The employer brand of the company X is attractive from managerial point of view. Managers evaluate the employer brand of the company as a strong one. Following factors perceived to be the points of proud: relationships among employees, understanding and sharing of brand values and standards. Employer brand is positioning as based on motivation, energy, care and freedom, supportive leadership, trust, inspiration and initiative of employees.

We can assume that current brand positioning of the employer brand of the company X is Indirect benefits positioning (Fuchs & Diamantopoulos, 2010). Such type of positioning is connected with lifestyle and satisfy additional needs, provide symbolic and indirect advantages.

Current employer branding is based on staff-parties, non-financial reward, recognition events and trainings. These practices suit to the chosen positioning.

In addition, managers believe in positive influence of the employer brand attractiveness on employees' behavior and conduct employer branding practices to support these influence.

Managerial point of view was supported with the empirical analysis of the study. Thus, we can assume that managers research and evaluate the current situation of the company X .

The second research sub-question is following:

How do the current employees of company X perceive and evaluate the attributes of existing employer brand attractiveness?

According to descriptive statistics and one-way frequencies, current employees perceive identified factors of the employer brand attractiveness at the high level. About 96% of respondents positively evaluate the sense of belonging to the company culture, 83% of respondents positively evaluate the inter-departmental communication of the company X. 89% of respondents positively evaluate sharing and understanding of company's value and 67% of employees positively evaluate current employees' engagement.

Thus, employer brand of the company X can be characterized as attractive. This result can be explained as following: managers of the company X provide proper employer branding practices to support the attractiveness of the employer brand. In addition, brand positioning supports the situation within the company.

Is it necessary to enhance the employer brand of the company X? If yes, how it can be done?

Based on the results of the study, current employer brand of the company X is strong enough and provide a positive effect on employees' behavior. 76.77% of employees were satisfied with the work, 89,43% of employees conduct word-of mouth and 53.66% of employees desired to stay within the company.

However, these results were not as high as managers perceived. According to the managerial data, desire to stay within the company has to be at the level of 89% and satisfaction should be at the level of 80%.

Thus, employer brand of the company X should not be significantly enhanced. In the same time, recommendations regarding the ways of increase of the level of employees behavior factors should be provided.

6.2. Recommendations

Thus, to raise the level of satisfaction of employees, desire to stay within the company and positive word-of mouth managers should influence on employer brand attractiveness factors. Based on the list of variables forming the factors following list of practices can be conducted:

For the increase of the level of employees' sense of belonging to culture managers can possibly conduct the separate training regarding the corporate culture of the company X, its values and attributes. Managers should motivate employees to put the personal effort into the corporate culture and be initiative. The good example here can be competition regarding the logo of new service or design of the posters with corporate values. In addition, effective feedback is crucial. Employees need to understand that their opinion is important. The possible solution here is the box of suggestions where employees can send their thoughts or complains to the management (anonymity is an option). The respond should be shared with employees during the special monthly meeting.

To increase the level of positive inter-departmental communications it is necessary to create pleasant working atmosphere of support and trust. Possible solution is team-building: business games with solving serious problem of the quest in teams can be the first possibility. Another option is the terrain orientation competition in forest with teams of different departments. Such approach will create and support relationships among colleagues. The next important factor is high level of competence of the manager. Managers should be trained to clearly set up the goals and allocate tasks for the employees during the special training.

To increase the level of employees' understanding and sharing values and goals of the company, managers should monthly publish the newsletter. It should include company' results, goals and strategy. It should also include recommendations for employees how to perform better in current conditions. In addition, newsletter can provide information regarding company's life, events, and success stories of employees. Such approach will be suitable also for the improvement of the employees' sense of belonging to culture.

Finally, to increase the level of employees' engagement, managers of the company X should conduct the competition "The most active employee of the month/ year" with prizes. The most

active employee should follow the company in a social networks, post the success stories regarding the work and participate in the organization of employees' parties. This can help to increase the electronic word-of-mouth in a company. In addition, active employee should participate in the programs of the responsible business of the company X. Thus, managers should inform all employees within the newsletter regarding the Green day or trip to the dog shelter.

To sum up, recommendations are following:

- Training for all employees regarding the corporate culture features – 3 hours
- Competition for suggesting the logo of new service – once when the service is launched the winners' logo is used
- Competition for suggesting the design of company' corporate posters – every half of the year, once when posters are launched the winners' logo is used
- Boxes for suggestions in every department – 10 boxes
- Summer team building: team orientation in the forest competition – divide employees into 2 groups, 2 separate team-building per summer, 5 hours long
- Monthly newsletter
- The most active employee of the month/ year – prize the diploma and silver sign
- Training for managers regarding the clear task division and communication with employees – 3 hours

It can be seen that majority of suggested events are cheap and can be done by volunteers from employees' side (except the team building).

6.3. Limitations and further research

First of all, research was conducted with the limited amount of factors of the employer brand attractiveness. King & Grace (2010) proposed a longer list. If all factors were included into the analysis, result would possibly change. However, final list of factors were stated according to the opinion of the managers of the company X and based on current company's situation.

Secondly, research takes into consideration only three factors of the employees' behavior. These three factors of the employees' behavior was chosen based on the framework of King & Grace (2010). All other possible factors such motivation (researched by Backhaus and Tikoo, 2004) or ambitions to growth within the company (researched by Ambler and Barrow, 2016) were not

included in the study. Increased amount of factors of employees' behavior can significantly influence on results of the study. Thus, future research of the topic will be essential.

In addition, research was focused on the employer brand attractiveness effect on the employees' behavior. Additionally, the effect of the employer brand image would be researched. Such authors as Ewing et. al. (2002) and Knox & Freeman (2006) discussed the connection of the brand image and employees' desire to stay within the company. The research of the employer brand image should be conducted in future to identify such relationships.

The next limitation is that there are many external and internal factors influencing on the employees' behavior except the employer brand. For example, there are HR policies, work conditions, external market situation, political stability in the country, etc. (Edwards, 2009; Sullivan, 2004; Ewing et. al., 2002). Thus, future research of the topic is required.

The methodology of the research was a single case study. Multiple-case study with several companies would provide more information and raise the significance of the results. In addition, research was limited with the context of the study. Russian hospitality industry has specific characteristics which can possibly influence on employees' satisfaction and desire to stay within the company. The similar study in the another country may provide different results. Thus, such research should be conducted in future.

In addition, research was conducted with the viewpoints of the current employees of the company X. Similar research with the focus on the potential employees may provide different results. This study can be conducted in future.

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Appendix 1 Questionnaire

Table A1. Questionnaire and variables

Questions	Variables. (5-points Likert scale: 1 - completely agree, 5 completely disagree)
I am familiar with the philosophy, development strategy and goals of the company, clearly understand and share them	fmlr
I am clearly and daily basis adhere to corporate principles and standards in the workflow	adhprin
I feel responsible for the overall success and failure of the company	feelresp
I feel myself as a part of the corporate culture of the company	profcul
I understand the meaning and value of the corporate attributes	undrtofval
I can clearly understand the difference among the corporate culture of the company and my previous place of work	undrtofdif
I effectively interact with employees from other departments	interwdep
In my department we work in a favorable atmosphere	favatm
My division manager is attentive to the needs of employees and their working conditions.	attnmanag
The competence of the head of my Department has no doubt	hedcomp
My division manager effectively plans the work of the Department, successfully divides responsibilities, sets specific objectives and actively contributes to its achievement.	effectmanag
The managerial style of my manager is advisory and supportive.	supmanagst
There is effective feedback from top management in the company.	effecfeed
I have clear perspectives for further growth in the company(including training).	persptgrw
In my company I am happy with a social package, career opportunities, working conditions	hapworcon
At the moment I do not consider the possibility of finding job in another company	destst
I am posting positive information about the company, photos from	postinf

the work in social networks	
I recommend the company to my friends as a possible workplace	recworpl
I love to talk about the company to others in a positive way	tlkofcmp
I signed up for the corporate page of the company in social networks	sgnwebp
I participate in all corporate events of the company	particp
I won in the recognition event of employees' achievements or has been nominated to win	wntrecog
I can sacrifice my personal time to do something important for the company	sacrtim
Financial benefits of my work in the company is commensurate	finben
I am satisfied with a job, working conditions	satwjob
I love my job	lovtjob
At this job I have been working (years).	work1
At a previous job I worked (years)	work2
The gender of the Respondent	gender
The age of the Respondent	age

Appendix 2. Descriptive statistics

Table A2. Descriptive statistics of variables

Variable	Mean	Std Dev
fmlr	1.5528455	0.7377775
adhtprin	1.5853659	0.8955887
feelresp	1.4715447	1.1331459
profcul	1.5691057	0.9757830
undrtofval	1.5691057	1.0408170
undrtofdif	1.2276423	0.8571111
interwdep	1.2926829	0.6742538
favatm	1.5040650	0.7285060
attnmanag	1.9593496	1.1408824
hedcomp	1.9105691	1.3967652
effectmanag	1.8292683	1.1286676
supmanagst	1.7479675	1.1845556
effecfeed	1.3089431	0.6023190
persptgrw	2.0813008	0.9460314
hapworcon	2.1544715	1.0866743
destst	1.5772358	1.1594807
postinf	2.8943089	1.8721996
recworpl	1.5853659	0.9402374
tlkofcmp	1.3577236	0.7369641
sgnwebp	2.1382114	1.7570710
particp	2.1463415	1.1851743
wntrecog	2.7235772	1.9218366
sacrtim	1.4796748	0.5775811
finben	2.4878049	1.3572263
satwjob	1.7967480	1.0159333
lovtjob	1.4471545	0.7913803

Appendix 3. Factor analysis

Factor analysis for independent variables:

Table A3. Eigenvalues of the Correlation Matrix for independent variables

Eigenvalues of the Correlation Matrix: Total = 17 Average = 1				
	Eigenvalue	Difference	Proportion	Cumulative
1	6.35322889	4.00388283	0.3737	0.3737
2	2.34934606	0.37815443	0.1382	0.5119
3	1.97119163	0.36477843	0.1160	0.6279
4	1.60641320	0.64885714	0.0945	0.7224
5	0.95755606	0.03143540	0.0663	0.7887
6	0.92612066	0.18642550	0.0545	0.8432
7	0.73969517	0.08732014	0.0435	0.8867
8	0.65237503	0.27028692	0.0284	0.9151
9	0.38208811	0.09681275	0.0225	0.9375
10	0.28527536	0.03847623	0.0168	0.9543
11	0.24679913	0.04568056	0.0145	0.9688
12	0.20111856	0.04588595	0.0118	0.9807
13	0.15523262	0.04515987	0.0091	0.9898
14	0.11007275	0.07890294	0.0065	0.9963
15	0.03116981	0.00149756	0.0018	0.9981
16	0.02967225	0.02702752	0.0017	0.9998
17	0.00264473		0.0002	1.0000

4 factors will be retained by the NFACTOR criterion.

Table A4. The promax rotated component structure matrix

Factor Structure (Correlations)				
	Factor1	Factor2	Factor3	Factor4
fmlr	0.24563	0.13788	0.85975	-0.05005
adhtprin	0.09165	0.27817	0.96080	-0.00922
feelresp	0.75609	0.07994	0.13075	-0.03917
profcul	0.94780	0.28479	0.15488	0.22908
undrtofval	0.90677	0.32536	0.14791	0.31677
undrtofdif	0.76093	0.64576	0.32933	-0.12863
interwdep	0.77358	0.43800	0.38250	-0.36096
favatm	0.44212	0.77906	0.00898	0.07537
atnmanag	0.23083	0.66653	0.28739	0.33905
hedcomp	0.34959	0.93214	0.36018	0.05562
effectmanag	0.05420	0.88026	0.21114	-0.00316
supmanagst	0.61069	0.80140	0.13052	0.10488
effecfeed	0.69293	0.41011	0.13931	0.06100
sgnwebp	0.01277	0.17359	0.18536	0.85987
particp	-0.24755	0.02644	0.18813	0.64119
wntrecog	0.07583	-0.08676	-0.32026	0.70960
sacrtim	0.63271	0.43783	0.03690	-0.11626

Factor analysis for dependent variables

Table A5. Eigenvalues of the Correlation Matrix for dependent variables

Eigenvalues of the Correlation Matrix: Total = 9 Average = 1				
	Eigenvalue	Difference	Proportion	Cumulative
1	3.37784970	1.52868366	0.3753	0.3753
2	1.84916605	0.65023423	0.2055	0.5808
3	1.19893182	0.38836149	0.1332	0.7140
4	0.81057032	0.16809536	0.0901	0.8041
5	0.64247496	0.18278893	0.0714	0.8754
6	0.45968603	0.15946378	0.0511	0.9265
7	0.30022225	0.08951059	0.0334	0.9599
8	0.21071166	0.06032444	0.0234	0.9833
9	0.15038721		0.0167	1.0000

3 factors will be retained by the NFACTOR criterion.

Table A6. The promax rotated component structure matrix for dependent variables

Factor Structure (Correlations)			
	Factor1	Factor2	Factor3
finben	0.12828	-0.03708	0.90974
satwjob	0.39382	0.03696	0.87461
lovtjob	0.45317	0.20635	0.73448
postinf	0.13423	0.69121	0.29366
recworpl	0.72149	0.43799	0.11120
tlkofcmp	0.71525	0.67353	-0.00717
persptgrw	0.78472	-0.12801	0.31696
hapworcon	0.88317	0.19366	0.24349
destst	0.18869	0.68653	0.15070

Appendix 4. One-way frequencies for independent variables and dependent variables

One-way frequencies for independent variables

Table A7. One-way frequencies for sense of belonging to culture

senseofbelon	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1.00	44	35.77	44	35.77
1.17	25	20.33	69	56.10
1.33	16	13.01	85	69.11
1.67	12	9.76	97	78.86
1.83	8	6.50	105	85.37
2.17	13	10.57	118	95.93
4.17	5	4.07	123	100.00

Table A8. One-way frequencies for inter-departmental communications

intercommun	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1.00	42	34.15	42	34.15
1.25	8	6.50	50	40.65
1.50	24	19.51	74	60.16
1.75	4	3.25	78	63.41
2.00	12	9.76	90	73.17
2.25	8	6.50	98	79.67
2.50	4	3.25	102	82.93
3.00	4	3.25	106	86.18
3.25	4	3.25	110	89.43
3.50	9	7.32	119	96.75
4.50	4	3.25	123	100.00

Table A9. One-way frequencies for understanding and sharing company's values

shareval	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1.00	73	59.35	73	59.35
2.00	28	22.76	101	82.11
2.50	8	6.50	109	88.62
3.00	10	8.13	119	96.75
3.50	4	3.25	123	100.00

Table A10. One-way frequencies for employees' engagement

engag	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1.00	33	26.83	33	26.83
1.33	13	10.57	46	37.40
2.00	8	6.50	54	43.90
2.33	4	3.25	58	47.15
2.67	24	19.51	82	66.67
3.00	8	6.50	90	73.17
3.33	8	6.50	98	79.67
3.67	9	7.32	107	86.99
4.00	16	13.01	123	100.00

One-way frequencies for dependent variables

Table A11. One-way frequencies for employees' satisfaction

satisfaction	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1.00	29	23.58	29	23.58
1.33	25	20.33	54	43.90
1.67	8	6.50	62	50.41
2.00	20	16.26	82	66.67
2.33	12	9.76	94	76.42
3.00	20	16.26	114	92.68
3.33	5	4.07	119	96.75
3.67	4	3.25	123	100.00

Table A12. One-way frequencies for employees' positive word-of-mouth

positivewom	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1.00	24	19.51	24	19.51
1.33	21	17.07	45	36.59
1.67	20	16.26	65	52.85
2.00	8	6.50	73	59.35
2.33	25	20.33	98	79.67
2.67	12	9.76	110	89.43
3.00	4	3.25	114	92.68
3.33	4	3.25	118	95.93
4.33	5	4.07	123	100.00

Table A13. One-way frequencies for employees' desire to stay within the company

destdinc	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1.00	28	22.76	28	22.76
1.50	25	20.33	53	43.09
2.50	13	10.57	66	53.66
3.00	53	43.09	119	96.75
4.50	4	3.25	123	100.00