ПІДСЕКЦІЯ - УПРАВЛІННЯ ПЕРСОНАЛОМ ТА ЕКОНОМІКИ ПРАЦІ
SUBSECTION – PERSONNEL MANAGEMENT

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THE MECHANISM FOR INTRODUCING HR-BRANDING MARKETING TECHNOLOGIES TO THE HOTEL PERSONNEL MANAGEMENT SYSTEM

Nowadays, there is an intense competition in the labor market in Ukraine, both among potential employers and employees. To have a high image among other companies on the market, hotel companies update the requirements for candidates interested in their vacancies. Such requirements are becoming more stringent and are aimed at finding a talented employee. Not surprisingly, the struggle in the labor market among employers for the best workers is becoming the norm today. That is why the use of personnel-oriented marketing technologies, such as HR-branding is essential for modern hotel businesses.

HR-branding is an activity related to the formation of a unique personnel management system, through which a particular company has the opportunity to gain a competitive advantage among other similar and ensure a constant increase in the value of HR and other assets [1]. HR-branding can be classified into two categories - external and internal. External HR-branding is focused on potential candidates and is aimed at developing a positive image of the organization for them, as well as developing optimal cost systems for personnel. Conversely, internal HR-branding is designed to form and constantly maintain the loyalty of employees. The research shows that the staff is willing to work even for lower wages in a company that has a positive image in the market than in a similar organization with a higher salary, which does not have such an image.

The use of HR-branding technology contributes to the fact that the employee has a desire to work in your organization. The practical implementation of HR-branding technology in the hotel personnel management system has several problems and contradictions. For example, today there is no clear understanding of the essence of marketing technology. Besides, the areas of responsibility of the subjects of HR-branding in the personnel management system of the hotel enterprise are almost not established [5]. Very often the power to find and attract new employees is transferred to employees who do not have professional experience in this field. There is also no clear structuring of the elements of HR-branding into a single system, which does not allow the hotel to have a complete idea of how, when, and with the help of what mechanism they need to gain a positive image in the labor market.

Based on the proposed in [4] structure of HR-branding elements, which includes an element of identification (corporate identity, logo, advertising, media presence), and the image element (comments on booking sites, hotel website, employee feedback on working conditions at the enterprise), we offer the following mechanism for the formation of fundamental values of HR-branding of a modern hotel enterprise in Figure 1.

As a result of the previous research [2], several factors that significantly affect the formation of a motivational field for talented candidates to work in a particular hotel business were identified. Among them there are the following: the development of corporate culture (40 %), additional material incentives for the best employees (32 %), cooperation with graduates of specialized universities (16 %), and individual approach to employees (12 %).

Basing on existing research in foreign and domestic literature [3,6], we propose to use the following step-by-step algorithm of actions that will create an attractive image of the hotel for employees of the hotel industry.
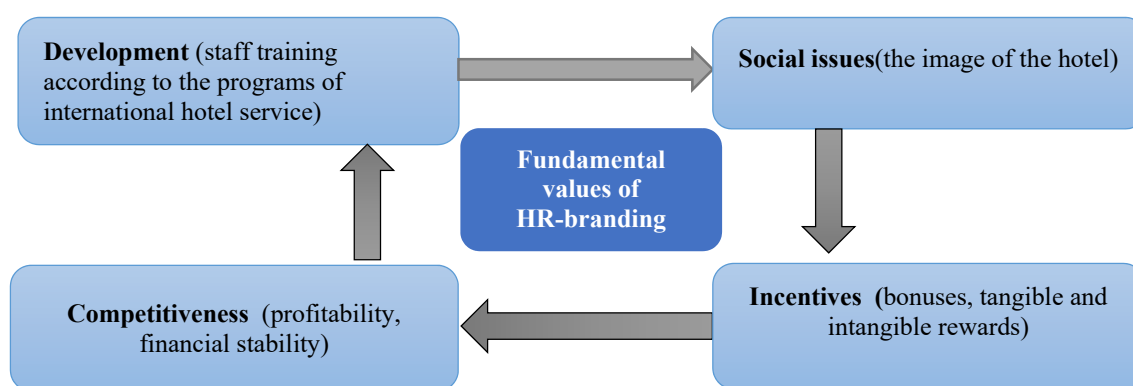

Figure 1 - The mechanism of formation of fundamental values of HR-branding of a modern hotel enterprise.

Source: author's development.

1. SWOT and PEST analyzes. These instruments help to determine the hotel current position in external and internal environments, analyze the main competitors in a chosen area, evaluate the situation in the labor market, the level of the hotel staff development and whether the pay system is satisfactory etc.

2. Development of requirements for candidates in accordance with the general objectives of the enterprise, which can help to properly select staff and as a result provide an overall improvement of the hotel enterprise. Employees who share the mission and values of the company will work better as they will be in their proper place and will know exactly how to behave. Also, it will motivate them to work.

3. Creation and dissemination of the hotel business HR-brand through the media, as a result of which the company will become more recognizable and attract the attention of the target audience. More than six employees will choose such a hotel from among others if there are regular positive reviews about it in the media.

4. Creating a positive image of the company in the SMM sphere and "Security Funds" for employees. Active positioning of the hotel in popular social networks, access to the hotel support services using messengers 24/7 will help to meet the requirements of Generation Z, which is actively involved in all social and economic processes today. Having been interested in Generation Z, it becomes easy to get some customers and older audiences. Making your hotel a popular place

to relax will allow you to constantly receive a stable income, through which you can create a special "security fund" for employees. The corona crisis of 2020 led to the fact that for some time all hotel enterprises were closed, could not work, and make a profit. Accordingly, the workers had neither work nor wages. What is the meaning of the Security Fund? This is a special fund on the enterprise's account, which will allow it to pay salaries to employees for a certain period of time.

For example, in the case of a lockdown due to a pandemic, natural disaster, or any phenomenon that would result in the partial or complete suspension of the hotel, employees will be able to be confident in their financial situation, as they still receive a salary for some time from that special fund. The hotel will become a reliable place of work for employees and this feature will be an important element of "win-win" strategy, especially taking into account the fact that there are no hotel company in Ukraine practicing such funds today. As the variability of the VUCA-world does not allow the employees to be confident in the future the existing possibility to support them from that additional fund would help the best staff to choose a hotel as a more safety and hopeful place to work.

5. Constant monitoring of the HR-brand strategy, control of results, and adjustment of the HR-brand strategy will allow to create a positive image of the hotel enterprise and what is even more important to maintain it on a long-term base.

Thus, the above proposed mechanism for introducing innovative marketing technology of HR-branding in the hotel personnel management system will increase the number of talented staff at the enterprise and reduce staff turnover, which will improve the financial and economic condition of the hotel business and allow it to accumulate savings funds for further introduction of advanced technologies into the personnel management system.

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