Enhancing Employer Brand Hotel Industry Through Knowledge-Based Recruitment and Employee Value Propositions

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Abstract - This study investigates the role of knowledge-based recruitment, a component of knowledge-based human resource management (K-B HRM), in mediating the relationship between the value proposition of key employees especially economic value and development value to enhance employer branding. This research uses the PLS-SEM method and purposive sampling to survey employees working in 3- to 5-star hotels in West Java and Jakarta. The results reveal that the value proposition of key employees has a positive and significant impact on both knowledge-based recruitment and employer branding. However, it is observed that knowledge-based recruitment only has a positive but insignificant effect on employer brand, indicating that it does not significantly mediate the relationship between key employees' value proposition and employer branding. These findings offer valuable insights to hotel companies in their efforts to enhance their reputation and image as sought-after workplaces for top talent within the hotel industry. Furthermore, these findings support the Indonesian government's initiatives to foster the development of human resources in the tourism sector. By strategically optimizing key employees' value propositions and diligently implementing knowledge-based recruitment practices, hotel companies have the remarkable opportunity to enhance their employer brand significantly.

Keywords: Employer Brand; Knowledge-Based Recruitment; Economic Value

1. Introduction

In the face of globalization and increasingly competitive business competition, companies face significant challenges in increasing growth (Nugraha et al., 2018). In the context of the expansion of Indonesia's tourism industry, the hotel industry plays a crucial position. However, the hotel industry faces new challenges, and the COVID-19 epidemic has significantly altered the commercial environment (Majumdar, 2021). Travel restrictions and declining tourism demand have put pressure on the growth of the hotel industry (Japutra & Situmorang, 2021). Nevertheless, the Indonesian government is committed to making the tourism industry the backbone of the future industrial sector (Hairani Idrus et al., 2023). The epidemic following COVID-19 condition has caused drastic changes on both the company and hotel employee sides. In an effort to recover post-COVID-19 and acclimate to strategic environmental conditions, it is important for companies engaged in the hotel industry to build a strong image and reputation as an attractive workplace and a place for potential employee development. Management needs to pay more attention to the image attached because it will form employer branding (Connelly et al., 2021; Rybaczewska et al., 2020; Tkalac Verčič & Sinčić Ćorić, 2018). This effort makes employer branding a crucial aspect for hotel management in facing challenges to obtain a long-lasting competitive advantage (Arasanmi & Krishna, 2019).

Employer branding is significant for attracting, retaining, and developing qualified employees (Ahmad et al., 2020; Itam et al., 2020). Improving employer branding in this context will help companies retain and attract the best talent, which can help in the recovery and growth of the hotel industry. Employer branding describes a business's initiatives to build its image and reputation as an attractive workplace for potential employees (Itam et al., 2020; Küpper et al., 2021). In the hotel business, where human resources are central in providing high-quality service to guests (Ghani et al., 2022), having competent, skilled, dedicated, and loyal employees is very important. Therefore, building an effective employer brand will help management entice and keep outstanding talent in the hotel industry. The factor influencing employer branding is the key employee value proposition that management can offer its employees, especially in terms of economic development value (Arasanmi & Krishna, 2019; Kashive et al., 2020). Economic value involves fair and competitive financial compensation given to employees (e.g., salary, benefits, incentives, and so on) (Ek Styvén et al., 2022). In addition to economic value, development value is also very important in creating positive employer branding. Employees want to feel valued, supported, and given

opportunities for their career development (Benraïss-Noailles & Viot, 2021; Ek Styvén et al., 2022; Kashive et al., 2020).

Previous studies on similar topics have identified the importance of key employee value propositions in influencing employer branding. However, there are still limitations in that it does not fully explain factors that can influence employer branding more comprehensively. Knowledge-based human resource management (K-B HRM), as a manifestation of HRM governance value, can play a crucial part in mediating the influence of key employee value propositions on employer branding, especially if it can be implemented in the hotel industry context (Huseynova, 2022; Nazish et al., 2022). KB HRM emphasizes the importance of managing employee knowledge and skills to support organizational goals, but knowledge-based recruitment is a critical first step in attracting and selecting employees who are congruent with company values (Backhaus, 2016; Ghani et al., 2022; Huseynova, 2022; Kianto et al., 2017). The aim is to grow and reach its objectives while hiring people who share the same values as the company.

Employer Branding

Employer branding is an effort by a company to build an image as the best place to work by giving employees functional, financial, and psychological benefits (Itam et al., 2020; Kashive et al., 2020). It aims to attract and retain top talent through recruitment, retention, and employee engagement processes in line with organizational needs (Kaur et al., 2020). Employer branding includes several measurement manifestations such as feeling valued as an employee at the company, clear communication about goals and vision, responsiveness of top management to employee feedback and needs, pride in working for the company due to its positive brand image and reputation, and keeping up with the latest technology developments (Itam et al., 2020).

Knowledge-based recruitment

Knowledge-based recruitment is a recruitment process that focuses on choosing candidates based on relevant knowledge or abilities (Inkinen et al., 2015; Kianto et al., 2017). It assesses the addition of knowledge, skills, and competencies relevant to the organization's needs for effective collaboration and innovation (Enad Al-Qaralleh & Atan, 2022). It is a strategic function of KB-HRM that involves creating job brands and finding suitable employees to accomplish human capital-based human development (Noopur & Dhar, 2020). Knowledge-based recruitment include several measurement manifestations such as attention to relevant experience, learning potential, development potential, and capacity for network collaboration (Kianto et al., 2017).

Economic Value

Economic Value refers to the financial perks offered to employees by a corporation in exchange for their work contributions (Ek Styvén et al., 2022). It measures the benefits that an organization is perceived to offer as the greatest place to work by both staff and interested applicants (Ha et al., 2021). It includes financial rewards and tangible benefits such as salary, bonuses, incentives, and other monetary compensation (Dabirian et al., 2019). Economic Value includes several measurement manifestations such as satisfaction with overall compensation, a higher-than-average base salary, high job security, and good promotion opportunities within the organization (Ek Styvén et al., 2022).

Development Value

Development value refers to the benefits of self-development opportunities and advantages offered to employees by a corporation (Ek Styvén et al., 2022). It measures the benefits that an organization is perceived to offer in terms of self-development and career opportunities (Ha et al., 2021). It represents the opportunities and resources provided by an organization for the personal and professional growth of its employees, including training programs, career prospects, and skill development initiatives (Dabirian et al., 2019). Development value includes several measurement manifestations such as increased self-confidence from working for the company, beneficial experience for a future career, a good springboard for future employment, and recognition and appreciation from superiors (Ek Styvén et al., 2022).

Hypothesis Development

Economic value and development value, as dimensions of the employee value proposition, can influence a candidate's intent to apply for a position at a corporation and improve knowledge-based recruitment (Ha et al., 2021; Kianto et al., 2017; Santiago, 2019). Economic value offered by a company can encourage positive employee perceptions and become an attraction as an innovative and knowledge-oriented workplace (Ha et al., 2021). Development value can help companies attract top talent and improve knowledge-based recruitment by providing the necessary resources and offering self-development opportunities and training programs (Kianto et al., 2017; Santiago, 2019).

H1: Economic Value has a positive and significant effect on knowledge-based recruitment.

H2: Development value has a positive and significant effect on knowledge-based recruitment.

Employer branding is a company's effort to build an image that manages and balances employee perceptions that the company is the best place to work (Itam et al., 2020). It focuses on creating a company's image as an employer that includes the economic

value and development value it can offer. Economic value attributes, such as a comprehensive financial compensation package, are closely related to the company's image in the eyes of employees and candidates (Biswas & Suar, 2016). Development value is closely related to the psychological benefits of professional self-development obtained by employees (Ek Styvén et al., 2022). Knowledge-based recruitment plays a strategic role in shaping employer branding by involving job branding, identifying potential employees, and enabling the formation of a strong human capital base (Albrecht et al., 2015).

H3: Economic Value has a positive and significant effect on employer branding.

H4: Development value has a positive and significant effect on employer branding.

H5: Knowledge-based recruitment has a positive and significant effect on employer branding.

Economic Value and Development value are closely related to the economic and psychological benefits provided by a company as an employer. The financial compensation and other tangible benefits offered by a company during the knowledge-based recruitment process have a positive impact on strengthening employer branding as an attractive workplace (Dabirian et al., 2019). Implementing KB-HRM concepts, such as knowledge-based recruitment practices, can build interest in employer branding based on employee and potential candidate expectations for meeting self-development needs and promising career opportunities (Karman, 2020). Knowledge-based recruitment practices can enhance employer branding based on the company's ability to meet the needs and expectations of candidates and employees (Figurska & Matuska, 2013).

H6: Knowledge-based recruitment positively and significantly mediates the influence of economic value on employer branding.

H7: Knowledge-based recruitment positively and significantly mediates the influence of development value on employer branding.

Figure 1 shows the overarching conceptual model assumed in this research.
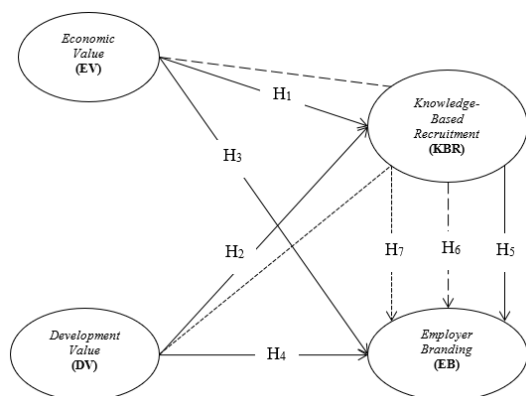

Figure 1. Research Model

2. Research Methods

The population in this study includes all employees, from operational staff to top-level management, of 3 to 5-star hotels located in West Java and Jakarta. More than ten hotels were selected for the study, with the consideration that the research could provide more comprehensive insights. The sample in this study consists of a portion of employees from 3 to 5-star hotels located in West Java and Jakarta. This study used purposive sampling to intentionally choose respondents who fit the research objectives and have relevant characteristics to the topic being studied. This method was chosen to obtain more in-depth information about employee characteristics in the hotel industry and to ensure that the selected respondents have relevant knowledge, experience, or expertise to provide rich and in-depth insights. The research hypotheses were tested using structured survey data collected through an online questionnaire using Google Forms. The study utilized five-point Likert scales to evaluate all the elements related to the latent variables (constructs). Using this method, 187 data were collected, but only 151 were considered in line with the research objectives.

This study employed structural equation modeling (SEM) and the partial least squares (PLS) approach for the quantitative analysis. Because it is not predicated on numerous assumptions, SEM-PLS is a powerful analysis technique (Ghozali & Latan, 2015). The advantages of the PLS method are that the data does not have to be normally distributed, it can use multivariate statistics, and a huge sample size is unnecessary. In addition, PLS can be used to explain the existence or absence of relationships (or influences) between latent variables as well as to confirm theories. Evaluation in SEM analysis is divided into two stages: the structural model (inner model) and the measuring model (outer model). The structural model is used to assess the impact of exogenous latent variables on endogenous ones, whereas the measurement model is used to test validity and reliability based on construct measurement against its manifestations. In the further data processing stage of the study, SmartPLS software was used.

3. Results and Discussion
Respondent Profile

Table 1. Profile of Respondent

Characteristic	Frequency	Percentage
Gender		
Male	93	61.59%
Female	58	38.41%
Age		
20 to 30 Years	47	31.13%
31 to 40 Years	63	41.72%
41 to 50 Years	27	17.88%
Up to 50 Years	14	9.27%

Education		
Vocational School	45	29.80%
Diploma	51	33.77%
Bachelor's Degree	46	30.46%
Postgraduate	9	5.96%
Experience		
Less than a year	27	17.88%
1-5 Years	68	45.03%
6-10 Years	36	23.84%
More than 10 Years	20	13.25%
Hotel Location		
West Java	83	54.97%
Jakarta	68	45.03%
Managerial Level		
Operational Staff	45	29.80%
Supervisor	61	40.40%
Middle Management	29	19.21%
Top Management	16	10.60%

3.1. Outer Model

The following output of data processing using SmartPLS is shown in Figure 2.
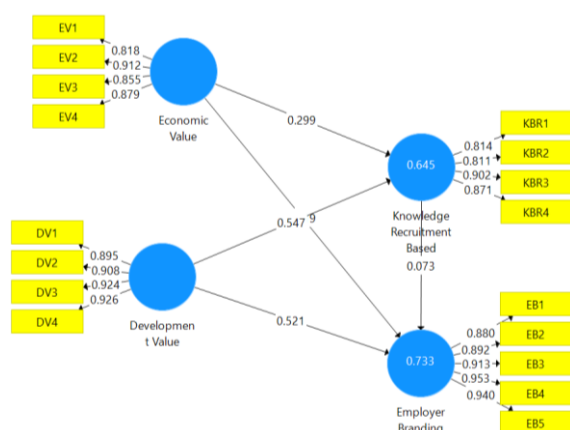
Figure 2 Full Model Output

Table 2. Outer Model Evaluation

Manifest		Loading Factor	C α	CR	AVE
Satisfaction with overall compensation	EV.1	0.818			
A higher-than-average base salary	EV.2	0.912			
High job security	EV.3	0.855	0.889	0.923	0.751
Good promotion opportunities within the organization	EV.4	0.879			
Increased self-confidence from working for the company	DV.1	0.895			
			0.934	0.953	0.834
Beneficial experience for a future career	DV.2	0.908			

Manifest		Loading Factor	C α	CR	AVE
A good springboard for future employment	DV.3	0.924			
Recognition and appreciation from superiors	DV.4	0.926			
Attention to relevant experience	KBR.1	0.814			
Learning potential	KBR.2	0.811			
Development potential	KBR.3	0.902	0.874	0.912	0.723
Capacity for network collaboration	KBR.4	0.871			
Feeling valued as an employee at the company	EB.1	0.88			
Clear communication about goals and vision	EB.2	0.892			
Responsiveness of top management to employee feedback and needs	EB.3	0.913			
			0.952	0.963	0.839
Pride in working for the company due to its positive brand image and reputation	EB.4	0.953			
Keeping up with the latest technology developments	EB.5	0.94			

Discriminant validity analysis is performed by examining the magnitude of the correlation between each construct and its own reflective manifests as well as reflective manifests from other constructs (cross-loading evaluation). Following is a summary of the discriminant validity analysis's findings:

Table 3 Discriminant Validity Evaluation

	EB	DV	KBR	EB
EV.1	0.818	0.731	0.556	0.695
EV.2	0.912	0.692	0.659	0.695
EV.3	0.855	0.579	0.622	0.559
EV.4	0.879	0.708	0.680	0.743
DV.1	0.752	0.895	0.713	0.755
DV.2	0.710	0.908	0.698	0.737
DV.3	0.684	0.924	0.706	0.730
DV.4	0.718	0.926	0.737	0.802
KBR.1	0.513	0.545	0.814	0.481
KBR.2	0.540	0.523	0.811	0.472
KBR.3	0.693	0.737	0.902	0.683
KBR.4	0.689	0.789	0.871	0.723
EB.1	0.683	0.761	0.669	0.880
EB.2	0.765	0.788	0.652	0.892

	EB	DV	KBR	EB
EB.3	0.692	0.739	0.623	0.913
EB.4	0.723	0.744	0.651	0.953
EB.5	0.707	0.756	0.666	0.940

Based on Table 2 and Table 3, all manifests for each construct in the study had a loading factor > 0.70 and an AVE value for each construct > 0.50, meeting the requirements for convergent validity testing (Ghozali & Latan, 2015). Additionally, the CR and Cronbach's alpha values for all research constructs> 0.70, meeting the requirements for Cronbach's alpha and composite reliability testing (Ghozali & Latan, 2015). It was also found that the correlation value of the construct with its own reflective manifests was higher than that with manifest from other constructs. These test results indicate that the measurement model for each construct has a good level of validity. Therefore, the research manifests can be considered valid, and the constructs can be considered reliable.

3.2. Inner Model

After testing the outer model, which has been fulfilled, testing the inner model (the structural model) is carried out. The structural model analysis aims to determine the correlation level between measured variables, including their significance levels, to predict the presence or absence of causal relationships between variables according to the research hypothesis. The structural model analysis is divided into several main parts, including multicollinearity analysis (VIF), coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), model fit, path coefficient, and statistic t-test. Table 3 shows the result of the variance inflating factor (VIF).

Table 4 Multicollinearity Test

	DV	EV	EB	KBR
DV			3.438	2.595
EV			2.847	2.595
EB				
KBR			2.821	

Based on Table 4, It is evident that the VIF value for the correlation between variables according to the research model shows a value less than 5. These calculations show that the research model has no multicollinearity issues (the research model does not have strong correlations) (Sarstedt et al., 2017), so the research model can meet the model assumptions.

Table 4 displays the determination coefficient's results based on model computations.

Table 5 Determination Coefficient

	R Square	R Square Adjusted
EB	0.733	0.727
KBR	0.645	0.641

To ascertain, a determination coefficient test was performed on the degree to which exogenous variables have an impact on endogenous variables, as indicated by the value of the determination coefficient (R^2). Based upon Table 4, knowledge-based recruitment can be accounted for by the economic value and development value variables by 64.5%, while other factors explain 35.5%. Furthermore, the employer branding variable can be explained by the economic value, development value, and knowledge-based recruitment variables by 73.3%, while other factors explain 26.7%. The R-square value criteria of 0.75; 0.50; or 0.25 are represented as substantial, moderate, and weak, respectively (Hair et al., 2017). The model is somewhat strong, according to the R-square Value.

Table 6. Effect Size

	DV	EV	EB	KBR
DV			0.295	0.325
EV			0.134	0.097
EB				
KBR			0.007	

Effect size, or f-squared, is used to evaluate the effect size between variables in addition to determining the strength of the relationship between research variables. (Kwong & Wong, 2013). The f^2 value is 0.02 small; 0.15 moderate; 0.35 large; values less than 0.02 can be ignored or considered insignificant (Sarstedt et al., 2017). Based on Table 5, the effect size of development value on knowledge-based recruitment is 0.325, indicating a moderate effect size. The development value's impact on employer branding is 0.295, indicating a moderate effect. The effect size of economic value on knowledge-based recruitment is 0.097, indicating a small effect size. The economic value's effect size on employer branding is 0.134, indicating a small effect. The effect size of knowledge-based recruitment on employer branding is 0.007, indicating an insignificant effect.

Table 7 Predictive Relevance

	SSO	SSE	Q^2 (=1-SSE/SSO)
DV	604.000	604.000	
EV	604.000	604.000	
EB	755.000	306.566	0.594
KBR	604.000	340.170	0.437

The predictive relevance test is decided based on the contribution assessment of the exogenous structures to endogenous variables (Hair et al., 2017). The Q^2 value, as proof that the model's predictions are accurate for the endogenous latent variables of the model, is produced with the use of a blindfolding technique. Based on Table 6, every value was discovered to be positive and higher than zero. (EB =

0.594; KBR = 0.437), Demonstrating the model's predictive usefulness for the two endogenous constructs. For reflected endogenous constructs in SEM models, a Q^2 value greater than zero denotes the predictive usefulness of the route model for that construct (Hair et al., 2017).

Table 8. Model Fit

	Saturated Model	Estimated Model
SRMR	0,069	0,069
d_ULS	0,735	0,735
d_G	0,478	0,478
Chi-Square	402,990	402,990
NFI	0,853	0,853

The model fit test is a metric that shows how well the produced model is able to describe the data, and it is based on the calculation of research data. Based on the SEM-PLS model estimation outcomes, the model fit test reveals that the structural model's standardized root mean square (SRMR) is below the cut-off of 0.8 (Henseler et al., 2014). Table 8 Model Fit Test shows that the SRMR value is 0.069 < 0.08. Thus, the research model has an appropriate level of fit.

Table 9. Path Coefficient and T-test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics	P Values
Direct Effects					
DV -> EB	0.521	0.521	0.100	5.203	0.000
DV -> KBR	0.547	0.547	0.091	6.013	0.000
EV -> EB	0.319	0.315	0.086	3.734	0.000
EV -> KBR	0.299	0.305	0.091	3.277	0.001
KBR -> EB	0.073	0.076	0.095	0.772	0.441
Indirect Effects					
DV -> KBR -> EB	0.040	0.038	0.051	0.785	0.433
EV -> KBR -> EB	0.022	0.026	0.033	0.659	0.510

Based on the calculation of the path coefficient in Table 9 it was found that economic value has a positive and significant effect on both knowledge-based recruitment and employer branding, with path coefficient values of 0.299 and 0.319, respectively. Development value also has a positive and significant effect on both knowledge-based recruitment and employer branding, with path coefficient values of 0.547 and 0.521, respectively. However, knowledge-based recruitment has a positive but insignificant effect on employer branding, with a path coefficient value of 0.073. Economic Value and development value also have a positive but insignificant effect on employer branding through knowledge-based recruitment, with path coefficient values of 0.022 and 0.040, respectively. These results lead to the acceptance of hypotheses 1 (H1), 2 (H2), 3 (H3), and 4 (H4), and the rejection of hypotheses 5 (H5), 6 (H6), and 7 (H7).

According to the findings, economic value plays a significant role in attracting candidates and retaining employees, strengthening knowledge-based recruitment practices in KB-HRM (Ha et al., 2021; Kianto et al., 2017; Santiago, 2019). Previous research has demonstrated that emphasizing financial value, such as competitive salaries, helps companies attract top talent and enhance knowledge-based recruitment practices. Furthermore, the research demonstrates that highlighting development value, including recognition, trust, professional experience involvement, and opportunities for future growth, improves employer branding and establishes a company as an attractive, innovative, and knowledge-based workplace (Kianto et al., 2017; Santiago, 2019). Prior research has also indicated that emphasizing development value aids in attracting top talent and enhancing knowledge-based recruitment practices. Moreover, the research reveals that employer branding that emphasizes economic value attributes, such as competitive financial compensation packages, positively impacts employer branding (Benraïss-Noailles & Viot, 2021; Biswas & Suar, 2016; Ek Styvén et al., 2022; Itam et al., 2020). Previous studies have highlighted the strong connection between economic value attributes and the company's image in the perception of employees and candidates.

Additionally, the research demonstrates that strong employer branding encompasses psychological benefits derived from the development value offered by the company to employees and candidates. These benefits include fulfilling socio-emotional needs and providing opportunities for career and personal growth (Benraïss-Noailles & Viot, 2021; Biswas & Suar, 2016; Ek Styvén et al., 2022). Previous studies have indicated that providing development value contributes to improving employer branding. The research findings indicate that economic and development values significantly impact knowledge-based recruitment practices and employer branding. Emphasizing financial and development value attributes helps companies attract top talent, strengthen knowledge-based recruitment practices, and enhance their employer branding. Additionally, the psychological benefits derived from development value contribute to improving employer branding.

This research study's goal was to examine the impact of knowledge-based recruitment on employer branding, specifically focusing on the impact of economic value and development value. The

hypothesis proposed is that knowledge-based recruitment positively affects employer branding. However, the data analysis and findings of the study rejected this hypothesis, demonstrating that there is no relationship between knowledge-based recruitment and employer branding. Several contextual factors contribute to the rejection of the research hypothesis. Specific factors play a role in the hotel sector, where the research was conducted. Firstly, the hotel industry is characterized by unique dynamics and intense competition (Hussain et al., 2020), where service factors hold great importance. Therefore, knowledge-based recruitment is essential for the hiring process and other aspects such as knowledge-based training, placement, and performance assessment. Secondly, in the hotel industry, customer service and guest satisfaction are crucial factors (Khan et al., 2015). Thus, management may primarily focus on limited knowledge related to technical skills rather than the broader knowledge base offered by knowledge-based recruitment. The frequent observation of a high turnover rate in the hotel sector can significantly impact recruitment and employee retention processes (Ghani et al., 2022). In situations where turnover is high, knowledge-based recruitment may not have a significant influence on employer branding due to other factors influencing employees' decisions about choosing and staying at a hotel. Lastly, the organizational culture in the hotel industry can be a dominant factor affecting employer branding (Kashive et al., 2020). If the company's culture does not align with the values promoted through knowledge-based recruitment, its impact on employer branding becomes limited.

Although the research hypothesis was rejected, the study provides valuable insights into the factors influencing employer branding and emphasizes the importance of considering various variables in building a company's image as an attractive and innovative employer. Additionally, the findings highlight the need for further research to identify various elements that influence employer branding in the context of KB-HRM. The findings reject the hypothesis, suggesting no significant impact of knowledge-based recruitment on employer branding. Factors such as industry dynamics, competition, limited knowledge focus, a high turnover rate, and organizational culture contribute to this outcome. To improve the efficacy of KB-HRM practices and better understand the elements impacting employer branding in the hotel industry, more study is required.

Based on the research findings above, some possible proposals for hotel management to improve their economic value, development value, KB-HRM practices, and employer branding are: (1) Reengineer the recruitment process to focus on the skills and competencies that are relevant to current and future roles in the hotel industry rather than relying on traditional credentials and qualifications. Application

tracking systems (ATS) can be used to speed up the hiring process and identify the best sources of talent. Incorporate pre-employment assessments that measure candidates' fit with the hotel's values, culture, and vision; (2) Enhance the employer branding strategy to showcase the hotel's value proposition to potential and existing employees. Highlight the economic value attributes, such as competitive compensation and benefits, as well as the development value attributes, such as recognition, trust, professional experience involvement, and opportunities for growth. Use social media, career websites, and industry events to promote the hotel's employer brand and attract top talent; (3) Implement values-based recruitment practices that align hiring decisions with the hotel's core values and mission. Use behavioral interview questions, situational judgment tests, and role-playing exercises to assess candidates' values and how they would act in different scenarios. Hire candidates who share the hotel's values and can contribute to its vision; (4) Create an inclusive workplace that values diversity and fosters a sense of belonging among employees. This can help improve employee morale, engagement, retention, and performance, as well as enhance the hotel's reputation and customer satisfaction. Provide training and support for employees to develop cultural awareness and sensitivity and promote a culture of respect and collaboration; (5) Use metrics and track performance to evaluate the effectiveness of KB-HRM practices and identify areas for improvement. Use data-driven tools and methods to measure the impact of KB-HRM practices (e.g., knowledge-based training, placement, and performance assessment) on employee outcomes such as satisfaction, turnover, productivity, innovation, and service quality. Use feedback mechanisms to collect employee opinions and suggestions on how to improve KB-HRM practices. Adjust and refine KB-HRM practices based on the results and feedback; (6) Build incentive programs that reward employees for their contributions to the hotel's goals and values. Design incentive programs that align with the hotel's economic value and development value attributes, such as financial rewards, recognition, career advancement, learning opportunities, and work-life balance. Ensure that incentive programs are fair, transparent, and consistent and that they motivate employees to perform well and stay loyal to the hotel; and (7) Collaborate with educational institutions and other professional organizations to enhance managerial skills and optimize KB-HRM and employer branding practices. This can include forming strategic partnerships with universities or tourism colleges to attract qualified candidates, aligning the curriculum of education with the industry, and working with other professional organizations (e.g., consultants, associations, and the government) to update knowledge and improve

training and development process of employee and hotel management competencies.

4. Conclusion

Several research conclusions can be drawn based on the research questions and findings. Firstly, economic and development values significantly influence knowledge-based recruitment and employer branding in the hotel industry. Emphasizing financial value, such as competitive salaries, helps attract and retain top talent while highlighting development value, such as recognition and growth opportunities, contributes to establishing the company as an attractive and innovative workplace. Secondly, the research findings indicate that knowledge-based recruitment does not directly influence employer branding. Contextual factors specific to the hotel sector, such as intense competition, limited knowledge focus, high turnover rates, and organizational culture, contribute to this outcome. These factors shift the focus from broader knowledge-based recruitment to specific technical skills, impacting the influence of knowledge-based recruitment on employer branding. However, despite rejecting the research hypothesis, the study offers insightful information for improving employer branding in the hotel industry. It emphasizes the need to consider various factors and variables in building a company's image as an attractive employer. Factors such as industry dynamics, competition, turnover rates, and organizational culture need to be taken into account to enhance the effectiveness of KB-HRM practices. Based on the research findings, several proposals can be made to improve employer branding in the hotel industry. These include reengineering the recruitment process to focus on relevant skills and competencies, enhancing the employer branding strategy to highlight economic and development value attributes, implementing values-based recruitment practices, creating an inclusive workplace, using metrics to evaluate the effectiveness of KB-HRM practices, and designing incentive programs that align with economic and development value attributes.

Certain restrictions on this study must be addressed. First, the study focused on the hospitality sector, especially the hotel industry, which restricts the applicability of the results in other circumstances. Future studies should examine different industries to understand the influence of economic value, development value, and knowledge-based recruitment on employer branding. Second, the sample characteristics might affect the external validity of the results. Future research should use more diverse samples that include different geographic regions and organizational sizes. Third, the measurement instruments used in the study may not capture the full complexity of the constructs. Future research should develop alternative or more specific scales to measure economic value, development value, and employer branding more accurately and comprehensively. Fourth, causal inference is prevented by the study's cross-sectional design. A longitudinal or experimental approach should be used in future studies to evaluate the temporal dynamics between the variables.

Several areas for future studies emerge from this study. First, exploring mediating and moderating factors that may affect the relationship between economic value, development value, knowledge-based recruitment, and employer branding would be valuable. Second, comparative studies across different industries or sectors would provide a more comprehensive understanding of the impact of these factors on employer branding. Third, future research should consider the perspectives and experiences of employees regarding these factors and how they influence their job choices and career decisions. Fourth, longitudinal studies that track the long-term effects of these factors on employee satisfaction, engagement, retention, and organizational performance would be beneficial.

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