

## Article

# Employer Brand Attractiveness and Organizational Commitment: The Moderating Role of Organizational Support

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**Abstract:** The primary purpose of this article is to determine the relationship between employer brand attractiveness, which is considered to be critical in achieving sustainable human resource management and organizational commitment, and to reveal the moderating role of perceived organizational support in this relationship. The research was conducted on the employees of 5-star hotels in Manavgat, one of the most popular tourist destinations in Turkey. Data were collected between June and October 2023. The hypothetical model was developed based on the results obtained and was tested using the AMOS program (IBM SPSS AMOS 22). Accordingly, the Process macro (model 1) was found to be the most appropriate model for determining moderating effects. The results of this study revealed a positive relationship between the economic, social, development, and application dimensions of employer brand attractiveness and organizational commitment. On the other hand, it was concluded that interest value did not have a statistically significant effect on organizational commitment. Moreover, it was also determined in the results of this study that perceived organizational support has a moderating role in the relationship between employer brand attractiveness dimensions and organizational commitment. It is believed that the research findings concerning the relationships between the variables and the moderating effect of perceived organizational support will contribute to filling a gap in the relevant literature. In light of the findings, a number of theoretical and practical implications have been presented for tourism and hospitality organizations and academicians on sustainable human resource management.

**Keywords:** sustainable human resource management; employer brand attractiveness; organizational commitment; perceived organizational support

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## 1. Introduction

The gradual deterioration of the natural environment caused by human activity has led to the necessity of proposing the concept of sustainable development. Consequently, the safeguarding of the natural environment and resources for the benefit of future generations has become a global obligation [1]. In addition, contemporary businesses are developing novel management strategies in response to the global imperative [2]. The concept of sustainable development is not limited to economic considerations but encompasses social and ecological aspects as well [3]. The application of the concept of sustainable development at

the business level necessitates an understanding of the social and ecological contributions of business processes while seeking to meet the expectations of all stakeholders. This encompasses the financial expectations of owners and shareholders and the security and stability needs of employees and other groups that interact with the business [4]. The most crucial aspect of sustainable enterprise development is the identification of the optimal human resources [5]. It can be observed that the enhancement of the social and environmental efficacy of enterprises is contingent upon the role of the human factor. The implementation of environmentally oriented policies and procedures can be effectively carried out by individuals who possess a positive attitude towards the environment, possess the requisite competencies and knowledge to understand and address ecological issues, and are aware of the potential consequences of their actions on the environment. In this context, there are a number of advantages to be gained by businesses that adopt sustainable human resources practices in their personnel selection procedures [6].

The importance of sustainable development and sustainable human resources management practices is particularly evident in the context of the tourism sector, which utilizes the natural environment as a product and is subject to intense debate surrounding ecological footprints [7,8]. Tourism is a significant contributor to economic development at both the national and international levels. Furthermore, the sector has the potential to make a significant contribution to cultural and ecological development. It is imperative that the tourism sector adopt sustainable development practices, given that it encompasses activities that impact both natural and cultural environments. It is imperative that sector employees are aware of their responsibilities towards natural and cultural environments and possess sufficient social and ecological knowledge [9]. Furthermore, research has demonstrated that the performance of enterprises that adopt sustainable human resources management practices is enhanced, conferring a competitive advantage [10]. It is imperative that tourism businesses recognize the positive impact that environmental protection can have on their own interests. In order to achieve this, they must adopt sustainable development and sustainable human resource management practices [11].

It is well established that sustainable development and sustainable human resource management practices can influence employee behaviors and attitudes [12]. A study by Erdoğan et al. [13] has demonstrated that employees of enterprises with environmental sensitivity exhibit higher levels of organizational commitment. The environmental sensitivity of organizations and their positive image on this issue serve to enhance the commitment of employees [14]. Organizational commitment is a crucial factor in the implementation of sustainable human resource management practices [15]. The position of organizational commitment is of great importance, particularly in sectors such as tourism, where the employee turnover rate is high [16,17]. Previous studies have shown that in businesses with high organizational commitment, employee turnover rate decreases [18], employee satisfaction increases [19], the tendency to leave the job decreases [20], and the motivation and performance of employees increase [21]. Individuals with high organizational commitment are more likely to engage in ecologically pro-environmental behaviors [13]. This situation illustrates the beneficial impact of organizational commitment, both within the organization and in an ecological context.

In order to increase organizational commitment, businesses use various methods such as training, career development, rewarding, promotion, and pay increases [22]. However, the global development of technology, the increase in employee expectations, and the proliferation of businesses present a significant challenge to the formation of organizational commitment [23]. In this context, employers seek to enhance their brand image, make their business more attractive to potential employees, and make various investments with the objective of reinforcing the organizational commitment of existing employees [24]. Employer brand attractiveness reduces employee turnover rate and contributes positively to organizational commitment by appealing to and recruiting potential employees and creating a sustainable work environment [25]. The creation of a pro-environmental image in accordance with sustainable development plans enables businesses to attract and

retain a workforce that is sensitive, skilled, and motivated [26]. Although supporting the contributions of their employees is the main characteristic of employers whose employer brands have been created as a result of a conscious effort, businesses actually have an employer brand image that comes alive in the minds of their stakeholders, whether they are aware of it or not. It can be concluded that the formation of an employer brand is an inevitable process that is not shaped according to the will of the business. The creation of an appropriate image is contingent upon the value ascribed to the employee by the organization [27]. In the literature on employer-employee relations, the degree of value given by businesses to employees is explained by the concept of organizational support [28].

Organizational support is a concept that expresses that the organization values, cares about and depends on its employees [29]. Companies, along with organizational support, help employees reduce job stress, increase self-efficacy, and improve their physical and mental health [30]. It has been determined that employees who feel organizational support care about the service provided by their organizations and show devoted performance by being committed to business goals [30,31]. Goldman et al. stated that when employees' needs are met, organizational commitment increases, and when employees feel insecure, organizational commitment decreases. Erdoğan et al. [13] stated that organizational support has a positive effect on the relationship between environmental commitment and organizational commitment. Employer brand attractiveness and organizational support are concepts that need to be examined from the perspective of a hotel business, especially since selfless performance, which is important for maintaining quality in the tourism sector, is directly related to commitment.

At this point, our research questions are: "Do employer brand attraction activities, one of the sustainable human resources management practices, affect employees' feelings of commitment to continue working in their organizations?" and "Are organizational support activities important in this relationship?" From this point of view, the main purpose of the research is to determine whether employer brand attractiveness in tourism companies affects continuance commitment and to reveal whether perceived organizational support has a mediating role in this relationship.

## 2. Literature Review and Hypothesis Development

### 2.1. *The Relationship between Employer Brand Attractiveness and Organizational Commitment*

Tourism and hospitality businesses need to strengthen organizational commitment in order to enhance employee performance, increase motivation, and reduce turnover rates [32]. Organizational commitment has been defined as a concept that represents the strong belief, sacrifice, and continuity of employees in the goals and values of the organization [33]. Organizational commitment consists of three components: emotional commitment, normative commitment, and continuance commitment. Although only the continuance component of commitment types has been examined in this study, definitions of all dimensions of the concept of organizational commitment are included to provide a broader understanding of the concept of commitment. The affective component refers to employees' emotional attachment to and identification with the organization. The normative component refers to the employees' feeling of obligation to stay in the organization because they believe it is the right thing to do, even if they are not satisfied with the organization [34]. Finally, the continuance commitment component refers to employee commitment based on the idea that the costs of leaving the organization outweigh the costs of remaining in the organization [35]. According to another view, continuance commitment is the lack of intention to leave the job with the perceived economic value as a result of comparing the situations of staying and leaving the organization. In this component of commitment, emotions take a back seat to economic reasons. In such cases, employees think pragmatically, and the difficulties they may face if they leave the organization influence their intention to continue working in the organization. In fact, this is a risk for companies. The reason for this is the possibility of leaving the workplace if the employee finds

a company that offers better opportunities [36]. In other words, continuance commitment is related to alternatives. Even in cases where the employee's level of satisfaction is very high, continuance commitment may decrease if there are better alternatives in the environment. Affective commitment, the other dimension of organizational commitment, develops on the basis of internal satisfaction. As employees' satisfaction with their jobs increases, so does their commitment. Normative commitment, on the other hand, represents the internal feeling that the organization meets the employee's expectations in terms of what the organization offers him/her [37]. As can be seen, while affective and normative commitments are more related to internal feelings and are influenced by what the organization offers, continuance commitment involves an external influence process. While the company as an employer can control the practices that can influence affective and normative commitment through the decisions it takes in its internal environment, it should make more efforts to ensure that continuance commitment, which is a concept related to the opportunities offered by the external environment and not under its control, can influence its employees.

Emotional commitment refers to the commitment of employees to the organization arising from their feelings and desires. In other words, it is associated with personal characteristics, organizational structures, wages, supervision, skill variety, and work experiences. Continuance commitment is described as employees' consideration of not leaving the organization. It is a type of commitment that is felt as leaving the organization will create a financial loss for the employees. Normative commitment refers to the responsibility of employees to remain in their job positions. Normative commitment refers to the responsibility of employees to remain in their job positions. In other words, normative commitment reflects the positive relationship of employees with organizational culture and the harmony between the organization's goals and the personal values of employees [33,38].

When the studies on organizational commitment have been examined, we can observe that there are studies in the literature that address organizational commitment as both multidimensional [7,32] and unidimensional [39–41]. Considering the multidimensional studies, in their research on organizational commitment in tourism and hospitality businesses, [7] found that job involvement affects affective and normative commitment in organizational commitment and stated that organizational commitment is effective in creating job satisfaction. Alomran et al. [32], in their study on accommodation businesses in Saudi Arabia, reported that organizational trust positively influences emotional, normative, and continuance commitment. In this study, it was concluded that a trustworthy working environment increases the commitment of employees to their organizations and encourages employees to perform better [32]. Looking at studies that consider organizational commitment as unidimensional, Arsezen-Otamis et al. [39] found that tourism enterprises that adopt the management approach of paternalism (thinking about the welfare and personal goals of employees) increase organizational commitment. Arsezen-Otamis et al. [39] also mentioned in their research that organizational commitment increases performance. In another study that evaluated organizational commitment as unidimensional, it was stated that online education systems and the opportunity for people to improve themselves positively affect organizational commitment. Moreover, performance increases in tourism and accommodation enterprises where organizational commitment is high [40].

In the literature, various concepts (training, career development, rewarding, promotion, pay increase) have been investigated to increase organizational commitment [22,42,43]. Nevertheless, when these studies were analyzed, it was observed that they were mostly conducted on current employees. The effect of attracting potential employees on organizational commitment is as important as the commitment of current employees [44]. Businesses endowed with employer brand attractiveness not only ensure the retention of current employees but also enable the attraction of qualified and talented potential employees [24]. The concept of an employer brand, as defined by Ambler and Barrow [45], encompasses all economic, social, and psychological values associated with the employer company providing employment. Berthon et al. [24] developed the EmpAt scale, which

comprises five dimensions of employer brand attractiveness: economic value, social value, development value, interest value, and application value. More specifically, the economic value dimension pertains to wages and compensation, while the social value dimension pertains to positive working environment, coworker relations, and managerial relationships. The development value dimension refers to the importance placed on career growth, self-development, and learning opportunities within the company. The interest value dimension pertains to the value placed on the creativity and ideas of company employees, while the application value dimension pertains to the opportunity for employees to apply their knowledge and innovations within the company. Various studies have been conducted on employer brand attractiveness in different fields, such as job satisfaction [46], organizational loyalty [47], behavioral intention [48], and branding in tourism [49].

In reviewing a limited number of studies on employer brand attractiveness and organizational commitment, Aidan et al. [50] stated in their research on the telecommunications sector that employer brand attractiveness has a positive and direct effect on job satisfaction and organizational commitment. In another study, Hussain et al. [44] indicated that employer image plays a significant mediating role in the relationship between employment practices and organizational commitment. In his research, Yang [16] found that attracting, recruiting, and retaining high-quality and suitable employees increases loyalty. This situation can be particularly beneficial in high-turnover and labor-intensive enterprises. Based on this, the following hypotheses have been developed:

**H<sub>1</sub>:** *The economic value dimension, which is a sub-dimension of employer brand attractiveness, affects continuance commitment.*

**H<sub>2</sub>:** *The social value dimension, which is a sub-dimension of employer brand attractiveness, affects continuance commitment.*

**H<sub>3</sub>:** *The development value dimension, which is a sub-dimension of employer brand attractiveness, affects continuance commitment.*

**H<sub>4</sub>:** *The interest value dimension, which is a sub-dimension of employer brand attractiveness, affects continuance commitment.*

**H<sub>5</sub>:** *The application value dimension, which is a sub-dimension of employer brand attractiveness, affects continuance commitment.*

## 2.2. The Moderating Role of Perceived Organizational Support

The concept of perceived organizational support (POS) was introduced by Eisenberger et al. [29]. POS refers to the extent to which employees feel supported by their organization, which in turn influences their behaviors and benefits the organization. Research on POS includes studies on how much an organization values employee contributions and cares about their welfare [29]. Research has shown that employees who perceive high levels of organizational support tend to put more effort into their work and are more likely to achieve high performance [51]. Supporting the research of Eisenberger and colleagues, Le et al. [52] stated that employees who perceive that organizational support is high, their quality of life increases, and their workplace performance is positively affected. POS encompasses useful feedback, valuing employees' opinions in decision-making processes, and managers' caring and supportive behaviors [53]. Organizational support provides many benefits, such as establishing strong connections within the organization and exhibiting selfless behaviors. When employees perceive an increase in organizational support, their commitment to work also increases significantly [54]. In their research, Park and Kim [55] found that as the perception of organizational support of individuals working in public sports organizations increases, their organizational ties are significantly and positively affected. In addition, Park and Kim stated in their study that, as a labor-

intensive sector, support services may be beneficial in increasing their loyalty to the institution working on sports days.

According to Xu et al. [56], POS is particularly effective in labor-intensive and stress-intensive work environments. Ibrahim et al. [57] found that high levels of organizational support in challenging working conditions positively affect individuals' physical and mental health, reduce intention to leave and foster emotional ties to the organization. The recruitment process can lead to various problems for employees during their time in the business. Therefore, effective organizational support is crucial in managing these issues [58]. POS is believed to have a critical role in influencing organizational commitment resulting from high employer brand equity, particularly in labor-intensive, seasonal tourism and hospitality businesses with high turnover. Creating a strong employer brand equity is crucial for addressing employee needs and potential issues and providing them with psychological, physical, and social support to foster organizational commitment. The following hypotheses have been developed based on this premise:

**H<sub>6a</sub>:** *Perceived organizational support has a positive moderating role in the relationship between the social value dimension, a sub-dimension of employer brand attractiveness, and organizational commitment.*

**H<sub>6b</sub>:** *Perceived organizational support has a positive moderating role in the relationship between the economic value dimension, a sub-dimension of employer brand attractiveness, and organizational commitment.*

**H<sub>6c</sub>:** *Perceived organizational support has a positive moderating role in the relationship between the development value dimension, a sub-dimension of employer brand attractiveness, and organizational commitment.*

**H<sub>6a</sub>:** *Perceived organizational support has a positive moderating role in the relationship between the interest value dimension, a sub-dimension of employer brand attractiveness, and organizational commitment.*

**H<sub>6c</sub>:** *Perceived organizational support has a positive moderating role in the relationship between the application value dimension, a sub-dimension of employer brand attractiveness, and organizational commitment.*

### **3. Materials and Methods**

#### **3.1. Research Instrument**

In this study, which aims to examine the moderating role of perceived organizational support (POS) in determining the relationship between employer brand and organizational commitment, the survey method was used as a data collection tool. The measurement tool created in accordance with the purpose of this study consists of four parts. The first part consists of a personal information form formed to obtain data on the demographic characteristics of the participants. The second part includes statements related to employer brand, the third part includes statements related to organizational commitment, and the fourth part includes statements related to perceived organizational support scales. In this study, the "Employer Attractiveness Scale" developed by Berthon et al. [24] and adapted into Turkish by Ardiç and Gündoğmuş [59], which consists of 25 statements, was utilized to measure employer brand attractiveness. A total of 3 of the 25 statements in the Turkish adaptation were excluded from the scale since they explained two dimensions at the same time. In order to measure organizational commitment, the "Organizational Commitment Scale" consisting of eighteen statements and three dimensions developed by Meyer et al. [60] and adapted into Turkish by Dağlı et al. [61] and to measure perceived organizational support, the "Perceived Organizational Support Scale" consisting of 16 statements developed by Eisenberger et al. [29] and adapted into Turkish by Dolma and

Torun [62] were applied. All the statements used in the research were evaluated using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

### 3.2. Study Area

The research was carried out in Manavgat, one of the most important tourism destinations in Turkey. A number of valid reasons have been identified for choosing Manavgat as a tourism research region. Manavgat has a significant position in Turkish tourism in terms of its geographical, historical, social, and cultural values. It also hosts 15.39% of foreign tourists coming to Turkey [63]. Moreover, the fact that its population is over 250 thousand suggests that the business areas in the region are well developed. In the region, tourism is the most important business line that creates employment [64]. Employment is an important indicator of growth and development in the tourism industry [65], and accommodation businesses are seen as one of the most important economic industries in the world because they create employment and provide financial convenience [66]. In this regard, it was deemed appropriate to select Manavgat as the research area for this study, which concerns tourism employees.

### 3.3. Sampling and Data Collection

These research data were collected from 5-star hotel employees in the Manavgat region between June and October 2023, which is the peak period of the Manavgat tourism season. The researchers collected these data themselves using the convenience sampling method. Before the data collection phase, a pilot study was performed to assess the validity, reliability, clarity, and comprehensibility of the research. In this regard, the pilot study questionnaire was applied to 52 participants between 1 and 8 June 2023. Although sample data from the pilot study were limited to 52 participants, diagnostic reliability and validity analyses were carried out with the view that the analyses to be conducted in this direction would provide a certain amount of data and information for the main research study. It was found that the factor loadings of the scale were at least 0.59, and Cronbach's Alpha values for each structure were at least 0.81, which were considered acceptable [67]. The main data collection phase of the research study was then initiated. At the end of the four-month data collection period, 437 questionnaires were obtained, and questionnaires containing erroneous or missing data were excluded. The analyses were conducted using 395 questionnaires. There is a risk of common method bias in the studies conducted in social sciences [68]. Since single-source data were used in this study, effect size estimates are subject to common method bias. Procedural techniques were used to minimize this risk, and the random sampling method was preferred to increase representativeness in sample selection. The methodology and results of this study were reported transparently. To improve the scale items, the statements were kept simple, specific, and concise, avoiding the use of ambiguous concepts. As Rodríguez-Ardura & Meseguer-Artola [69] stated, both positive and negative expressions were included in the scale to prevent excessive responses and acceptance (or non-acceptance) response style biases. Furthermore, a cover page including the statements "Participation is voluntary" and "The information obtained from you will be solely used for scientific purposes" was added to the questionnaire. The instruction "Please consider your current workplace when expressing your opinions." was added to the questionnaire in order to specify the company to be evaluated in the scale items. Statistically, Harman's one-factor test was applied to minimize the risk of bias. After entering all variables into an exploratory factor analysis (EFA), an unrotated factor solution revealed that a single factor did not account for the majority of the variance (the largest factor explained 21.3% of the variance).

## 4. Results

### 4.1. Demographic Profile

Demographic data for this study include various characteristics of the participants within the scope of the research study. This diversity enhances the generalizability of the obtained findings. The demographic characteristics of the participants have been presented in Table 1.

**Table 1.** Description of the Participants.

Variables	Frequency	Percentage/%
<b>Gender</b>		
Female	155	39.2
Male	240	60.8
<b>Age</b>		
22 and below	109	27.6
23–42	185	46.8
43–57	99	25.1
58 and above	2	0.5
<b>Total length of employment in the tourism sector</b>		
Less than 1 year	52	13.2
1–5 years	131	33.2
6 years and above	212	53.7
<b>Total length of employment in the current business</b>		
Less than 1 year	138	34.9
1–5 years	164	41.5
6 years and above	93	23.5
<b>The Position in the Current Business</b>		
Administrator (lower-middle-high level)	164	41.5
Employee (not having subordinates)	231	58.5

According to Table 1, 39.2% of the participants are female and 60.8% are male. A balanced participation was sought based on gender, and almost identical rates were obtained. The age distribution of the participants is wide, and almost half of them (46.8%) are between the ages of 23 and 42. This age group is followed by 22 and below (27.6%), and then comes the 43–57 age group with 25.1%. This finding indicates that different age groups have been included in this study. Furthermore, looking at the age distribution of the sample, it can be concluded that the distribution reflects the general characteristics of the tourism sector. Indeed, the tourism sector is dominated by young workers. When the total length of employment in the tourism sector was analyzed, it was observed that more than half of the respondents (53.7%) have a total length of employment of 6 years and above, and the last 1–5 years (41.5%) belong to their current workplaces. The fact that the overall experience of the participants in the sector is not low may be an important criterion for accurately assessing the working conditions in the sector and the commitment to an organization in general. In addition, the duration of their employment in their current workplace is at a level that could be sufficient to evaluate the organization they are currently working for. According to their positions in their current businesses, 58.5% of the respondents are employees, and 41.5% are administrators. It was also observed that a balanced distribution has been obtained regarding their positions. These demographic characteristics are indicative of the research's effort to represent the overall population.



#### 4.2. Data Analysis

Depending on the research purpose, each of the 437 questionnaires was assigned a number and given a sequence number. After excluding 14 questionnaires that were found to be filled out incorrectly and incompletely, 423 questionnaire data were transferred to the SPSS 23 program. The main data collection phase of the research was then initiated. Prior to the analysis of obtained data, a three-stage data screening process was applied. First, the Mahalanobis distance was calculated to determine whether there were any questionnaires containing extreme values. As a consequence of this calculation, 28 questionnaires were found to contain outliers and were excluded from the analysis. The analysis was continued further on the remaining 395 questionnaires (Mahalanobis'  $D(43) > 0.001$ ). Second, the multicollinearity problem was evaluated, and it was determined that the tolerance values of the values in each construct were 0.10 and above, and the VIF values were below 3. In the final stage, the normality distributions of these data were examined, and it was found that the kurtosis skewness values were in the range of  $-1.5$  and  $+1.5$ . These findings indicate that these data show a normal distribution [70]. The hypothetical model developed based on the obtained results was tested using the AMOS program (IBM SPSS AMOS 22) with 395 questionnaires. Accordingly, Process macro [71] (model 1) was preferred to identify moderating effects. After entering all variables into Exploratory Factor Analysis (EFA), an unrotated factor solution revealed that a single factor did not account for the majority of the variance (the largest factor explained 21.3% of the variance).

There is a risk of common method bias in the studies conducted in social sciences [68]. Since single-source data were used in this study, effect size estimates are subject to common method bias. Procedural techniques were used to minimize this risk, and the random sampling method was preferred to increase representativeness in sample selection. The methodology and results of this study were reported transparently. To improve the scale items, the statements were kept simple, specific, and concise, avoiding the use of ambiguous concepts. As Rodríguez-Ardura & Meseguer-Artola [69] stated, both positive and negative expressions were included in the scale to prevent excessive responses and acceptance (or non-acceptance) response style biases. Furthermore, a cover page including the statements "Participation is voluntary" and "The information obtained from you will be solely used for scientific purposes" was added to the questionnaire. The instruction "Please consider your current workplace when expressing your opinions" was added to the questionnaire in order to specify the company to be evaluated in the scale items. Statistically, Harman's one-factor test was applied to minimize the risk of bias.

#### 4.3. Confirmatory Factor Analysis Regarding the Structural Model

In terms of construct reliability, Cronbach's alpha (CA) coefficients were examined, and it was found that the minimum value for each structure is 0.773. The results of the analysis indicated that the CA values of the scales used were 0.961 for employer brand attractiveness, 0.773 for continuance commitment, and 0.953 for perceived organizational support. Additionally, construct reliability (CR) coefficients for each structure were found to be at least 0.756, while the average variance extracted (AVE) values were at least 0.523. Based on the obtained results, it was decided that the structural model supported these data collected within the context of the seven-factor structure. First, confirmatory factor analysis was conducted within the scope of the research. In fact, before examining the path analysis in structural modeling, it is recommended to determine to what extent these collected data align with the model [72]. The first value evaluated within the context of the analysis is the factor loadings. In this regard, it was taken as a basis that factor loadings should have a minimum value of 0.50 [67]. In the evaluation, a total of eight statements, one from the social value dimension, one from the organizational commitment dimension, and six from the organizational support dimension, were excluded from the analysis because of low factor loadings. As a consequence of the second evaluation, it was determined that the factor loadings ranged between 0.638 and 0.870. Furthermore, the t-values

calculated for the statements were found to be significant at  $\leq 0.001$  level. Goodness of fit values were at acceptable levels ( $\chi^2/df = 2.365$ , NFI = 0.901, RFI = 0.909, IFI = 0.935, TLI = 0.926, RMSEA = 0.059, CFI = 0.934) (Table 2).

**Table 2.** Confirmatory Factor Analysis Regarding the Structural Model.

Factors/Items	Standard Loading	t-Value	R <sup>2</sup>	CR **	AVE ***	CA ****
<b>Employer Brand Attractiveness</b>						
Social Value				0.782	0.600	0.870
I have an enjoyable working environment.	0.759	15.86 *	0.57			
I have a happy working environment.	0.810	17.27 *	0.65			
I have supportive and encouraging coworkers.	0.729	15.24 *	0.53			
I have good relations with my superiors.	0.798		0.63			
Economic Value				0.845	0.523	0.843
The company I work for offers above-average pay.	0.687	11.74 *	0.47			
The company I work for provides job security.	0.763	12.77 *	0.58			
The company I work for provides job security.	0.794	13.16 *	0.63			
I have the opportunity to gain experience across different departments in the company I work for.	0.719	12.18 *	0.51			
The company I work for offers an attractive and comprehensive payment package.	0.644		0.41			
Development value				0.904	0.656	0.896
I feel good as a result of working in a well-known company.	0.832	17.90 *	0.69			
I am recognized and appreciated by the management.	0.638	14.41 *	0.41			
The company I work for is a good stage for my future career goals.	0.836	21.92 *	0.70			
Working in a well-known company increases my self-confidence.	0.852	22.71 *	0.72			
The company I work for provides me with experiences that will improve my career.	0.870		0.75			
Interest Value				0.889	0.733	0.916
The company I work for offers innovative products and services.	0.858	22.35 *	0.73			
The company I work for offers high-quality products and services.	0.846	21.75 *	0.71			
My employer both values and benefits from creativity.	0.866	22.70 *	0.75			
My employer is open to new business practices and forward-thinking.	0.856		0.73			
Application Value				0.835	0.628	0.834
I have the opportunity to apply the knowledge I learned from another company in the company I work for.	0.767	16.38 *	0.58			
I have the opportunity to teach/transfer the knowledge I have learned to others.	0.810	17.55 *	0.66			
I value and feel a sense of belonging to the workplace I work in.	0.800		0.64			
Organizational Commitment				0.756	0.574	0.773
Even if I wanted to leave my job, it would be very difficult for me.	0.707		0.49			
If I were to leave my workplace right now, many things in my life would be turned upside down.	0.840	14.52 *	0.61			
There are very few options that would make me consider leaving my workplace.	0.702	11.34 *	0.49			
If I were to leave this workplace, I would have few suitable alternatives.	0.775	13.46 *	0.56			
Organizational Support				0.902	0.667	0.953

The company I work for values my contribution to the success of the organization.	0.788	18.29 *	0.62
The company I work for takes my goals and values into account.	0.855	20.63 *	0.73
When I have a problem, my organization is ready to help me.	0.820	19.37 *	0.67
The company I work for genuinely cares about my happiness.	0.870	21.20 *	0.75
The company I work for is willing to make an effort to help me do my job in the best way I can.	0.836	19.92 *	0.69
If I were to ask my organization for a favor, it would be willing to help me.	0.725	16.27 *	0.52
The company I work for cares about my satisfaction at work.	0.825	19.53 *	0.68
The company I work for considers my ideas.	0.821	19.41 *	0.67
My company is proud of my achievements at work.	0.803	22.35*	0.64
The company I work for tries to make my work as interesting as possible for me.	0.815		0.66

\*  $p < 0.001$  \*\* Construct Reliability, \*\*\* Average Variance Extracted, \*\*\*\* Cronbach's Alpha.

In Table 3, the discriminant validity of the model has been analyzed. According to the table results, the square root of the AVE value of each construct is higher than all the values in the relevant row. In light of these results, it can be concluded that the construct provides discriminant validity [73]. This finding strongly supports the idea that the measurement model has discriminant validity.

**Table 3.** Discriminant Validity Results.

Factor	1	2	3	4	5	6	7
1. Social value	0.774 <sup>a</sup>						
2. Economic value	0.687	0.723 <sup>a</sup>					
3. Development value	0.767	0.730	0.810 <sup>a</sup>				
4. Interest value	0.722	0.770	0.822	0.856 <sup>a</sup>			
5. Application value	0.663	0.652	0.793	0.734	0.792 <sup>a</sup>		
6. Organizational commitment	0.502	0.516	0.558	0.545	0.512	0.757 <sup>a</sup>	
7. Organizational support	0.692	0.718	0.754	0.777	0.726	0.610	0.816 <sup>a</sup>

<sup>a</sup> Square root of the AVE.

#### 4.4. Hypothesis Testing

In light of the satisfactory results obtained within the context of confirmatory factor analysis, path analysis was carried out to test the hypotheses determined based on the research purpose. It is possible to state that the goodness-of-fit values obtained in the path analysis are parallel to the confirmatory factor analysis ( $\chi^2/df = 2.244$ , NFI = 0.913, RFI = 0.904, IFI = 0.932, TLI = 0.922, RMSEA = 0.056, CFI = 0.931). When the results are examined, the effect of social value on organizational commitment is positive ( $\beta = 0.31$ ,  $t = 2.071$ ,  $p < 0.05$ ). Economic value perceptions have a positive effect on organizational commitment ( $\beta = 0.46$ ,  $t = 5.888$ ,  $p < 0.001$ ). Development value has a positive and direct effect on organizational commitment ( $\beta = 0.39$ ,  $t = 4.402$ ,  $p < 0.001$ ). Interest value, on the other hand, has no statistically significant effect on organizational commitment ( $p > 0.05$ ). Finally, the effect of application value on organizational commitment has been examined, and it can be concluded that application value has an increasing effect on organizational commitment ( $\beta = 0.44$ ,  $t = 5.602$ ,  $p < 0.001$ ). Based on these findings, H1, H2, H3, and H5 have been accepted, while H4 has been rejected.

The objective of this study was to create a regression model to examine the effect of the perception of an employer brand's attractiveness on organizational continuance commitment and to determine how this relationship is moderated by perceived organizational support. The dependent variable is organizational continuance commitment, the

independent variable is the perception of employer brand attractiveness, and the moderator variable is perceived organizational support. In order to examine the interaction between employer brand attractiveness and perceived organizational support, the interaction term formed by the product of these two variables was included in the model. By centering the variables, multicollinearity was reduced, thereby facilitating interpretation. When employees perceive that their employers provide them with support, they tend to perceive the employer brand attractiveness more positively, which in turn increases organizational continuance commitment. Therefore, selecting organizational support as a moderator helps to understand these relationships in more depth and allows organizations to develop strategies to increase employee commitment. Table 4 presents the results of this moderating effect and offers a detailed explanation.

**Table 4.** Moderated Effect Results.

						Organizational Commitment				
						$\beta$	Confidence Interval			
							Min.	Max.		
<b>H6a</b>										
Social value (X) ***						0.13 **	0.030	0.409		
Organizational support (W) ****						0.39 **	0.047	0.733		
X.W (Interaction)						0.08 **	0.002	0.166		
R <sup>2</sup>						0.46				
Organizational support						$\beta$	S.E.	t	LLCI	ULCI
Low:						0.08 <sup>a</sup>	0.06	1.28	-0.042	0.203
Middle:						0.17 **	0.05	2.51	0.037	0.309
High:						0.24 **	0.05	2.69	0.065	0.417
						Organizational Commitment				
						$\beta$	Confidence Interval			
							Min.	Max.		
<b>H6b</b>										
Economic value (X) ***						0.14 **	0.149	0.417		
Organizational support (W) ****						0.44 *	0.183	0.712		
X.W (Interaction)						0.07 **	0.003	0.152		
R <sup>2</sup>						0.48				
Organizational support						$\beta$	S.E.	t	LLCI	ULCI
Low:						0.06 <sup>a</sup>	0.06	1.00	-0.065	0.202
Middle:						0.15 **	0.06	2.57	0.036	0.272
High:						0.21 *	0.07	3.05	0.077	0.356
						Organizational Commitment				
						$\beta$	Confidence Interval			
							Min.	Max.		
<b>H6c</b>										
Development value (X) ***						-0.04 <sup>a</sup>	-0.319	0.227		
Organizational support (W) ****						0.54*	0.205	0.892		
X.W (Interaction)						0.04 <sup>a</sup>	-0.034	0.127		
R <sup>2</sup>						0.45				
						Organizational Commitment				
						$\beta$	Confidence Interval			
							Min.	Max.		
<b>H6d</b>										
Application value (X) ***						0.15 **	0.098	0.411		
Organizational support(W) ****						0.40 **	0.084	0.716		
X.W (Interaction)						0.08 **	0.009	0.157		
R <sup>2</sup>						0.46				
Organizational support						$\beta$	S.E.	t	LLCI	ULCI

Low:	0.06 <sup>a</sup>	0.06	0.95	-0.063	0.185
Middle:	0.19 *	0.06	2.30	0.022	0.282
High:	0.26 **	0.05	2.65	0.057	0.381

\*  $p < 0.001$  \*\*  $p < 0.05$  \*\*\* independent variable \*\*\*\* moderator a: No significant.

The moderator effect refers to a third variable that influences the relationship between two other variables [74]. In moderation analysis, X is the independent variable, W is the moderator, and X.W is the interaction term. The analysis presented here differs from the graphical model (Figure 1) as it includes an interaction term, X.W, as denoted by Memon et al. [75]. To ensure these data met all the assumptions required for regression analysis, we checked for outliers, multicollinearity, normality, linearity, and homoscedasticity of residuals. The results indicated that all the necessary assumptions were met for conducting regression analysis [76]. A regression model was constructed to determine the results of the moderator effect hypothesis, and the results are presented in Table 4. The table results indicate that the moderating role of POS is significant in the relationship between social value and organizational commitment ( $\beta = 0.08$ , 95% CI [0.002, 0.166],  $p < 0.05$ ). Based on this result, H<sub>6a</sub> has been accepted. Upon examining the details of the moderating effect, it is observed that when POS is low, the effect of social value on organizational commitment is insignificant, whereas, in moderate and high levels of perception, this effect is significant. Furthermore, as POS increases, the effect of social value on organizational commitment also increases.

Similarly, the moderating role of organizational support in the effect of economic value ( $\beta = 0.07$ , 95% CI [0.003, 0.152],  $p < 0.05$ ) and application value ( $\beta = 0.08$ , 95% CI [0.009, 0.157],  $p < 0.05$ ) sub-dimensions on organizational commitment was found to be significant. Depending on these findings, H<sub>6b</sub> and H<sub>6d</sub> have been accepted. When the details of the moderator variable of organizational support have been examined, the effect is insignificant when the perception is low, while the effect is significant when the perception of organizational support is moderate and high. Additionally, as the POS increases, the effect of both economic and application value on organizational commitment also increases.

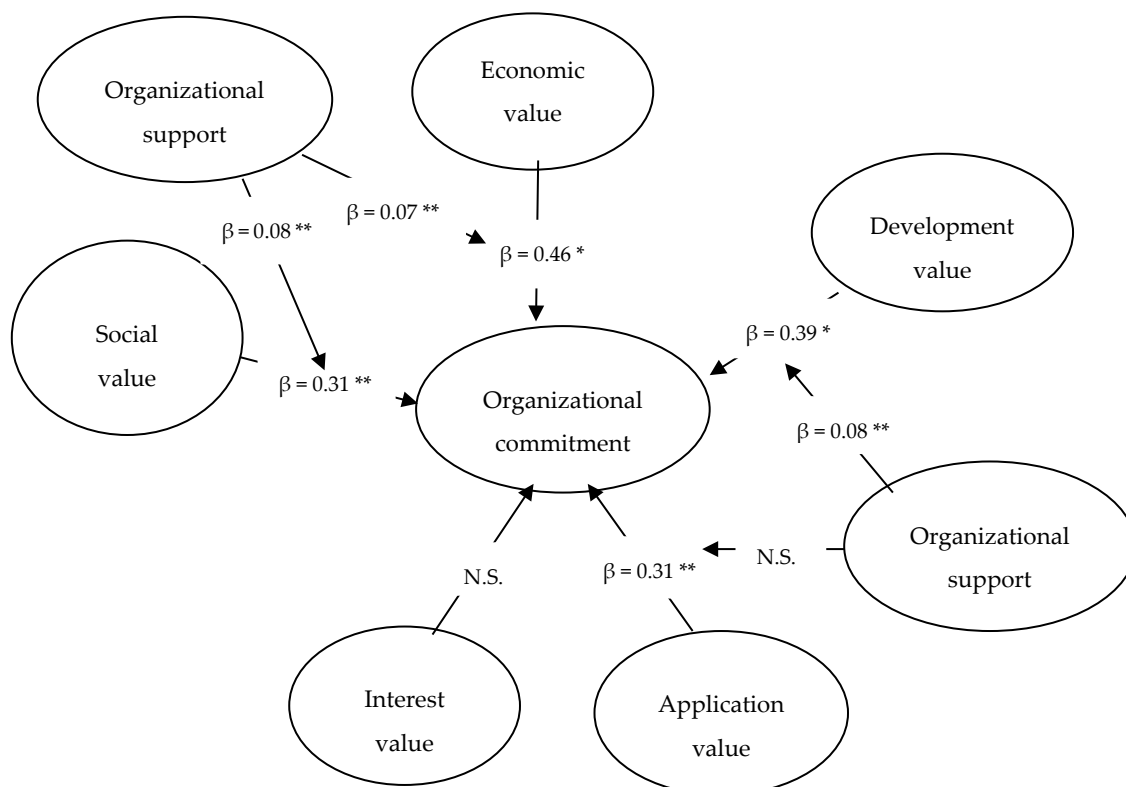


Figure 1. Structural Model Coefficients. \*  $p < 0.001$ ; \*\*  $p < 0.05$ ; N.S. No significant.

The acceptance and rejection of the research hypotheses are presented in Table 5.

**Table 5.** The Acceptance and Rejection Status of Hypothesis Testing.

No	Hypothesis	Acceptance/ Rejection
H1	The economic value—continuance commitment	Accepted
H2	The social value—continuance commitment	Accepted
H3	The development value—continuance commitment	Accepted
H4	The interest value—continuance commitment.	Rejected
H5	The application value—continuance commitment.	Accepted
H6a	Perceived organizational support—the social value * organizational commitment.	Accepted
H6b	Perceived organizational support—the economic value * organizational commitment.	Accepted
H6c	Perceived organizational support—the development value * organizational commitment.	Accepted
H6d	Perceived organizational support—the interest value * organizational commitment.	Rejected
H6e	Perceived organizational support—the application value * organizational commitment.	Accepted

\*: The interaction term between two variables.

Table 5 presents the results of the research in a simple and clear way, which also helps to understand the main findings of this study more easily.

## 5. Discussion

In this study, the relationship between employer brand attractiveness and continuance commitment, which is a sub-dimension of organizational commitment, and the moderating role of perceived organizational support in this relationship has been examined. The findings are similar to the previous studies in the literature [16,30,56,77–79]. The discussion according to the variables that form the basis of the article is given in the side headings below.

### 5.1. Employer Brand Attractiveness and Continuance Commitment

The findings have revealed that the perceptions of social, economic, development, and application values, which are sub-dimensions of employer brand attractiveness, have a significant and positive effect on the sub-dimension of organizational commitment continuance commitment. Yet, it has been determined that the interest value does not have a statistically significant effect on the sub-dimension of organizational commitment continuance commitment. The reason for this may be that the commitment of the employees to the organization is not significantly affected by issues such as the innovative, high-quality products and services offered by the company they work for or the importance it attaches to creativity. In fact, innovative and creative practices may be perceived as situations that are avoided by employees since they require risk-taking, courage, and self-confidence because of uncertainty and the possibility of error. When the literature on organizational commitment has been examined, it is observed that these issues are not among the factors affecting organizational commitment [80–84]. Thus, these statements in the interest value dimension may be perceived as issues that increase the competitive advantage of the organization, customer satisfaction, and customer loyalty [85,86].

Considering these findings, it can be stated that in addition to preserving the employer's brand, employees are valued and appreciated by their colleagues and superiors in the work environment. Additionally, employees feeling secure about their jobs and financial stability, as well as having the opportunity to demonstrate and utilize their potential, strengthen continuance commitment. In other words, it emphasizes the importance of the relationship between employer brand attractiveness and continuance commitment [16,39]. Protecting employer brand attractiveness can enhance the employer's image from the employers' perspective and increase participation and retention from the employees' perspective because employers should calculate past, present, and future risks on their

financial assets, capital, and investment instruments. Financial objectives, decisions, strategies, plans, and policies of the organization must be established. While guiding these, the behavior of the organization's employees (such as their commitment to the organization and their intentions to quit) will make the sustainable operational cycle of the organization's financial assets controllable, balanced, and reliable, and the employer's brand value can be protected [87,88]. In other words, the increase in benefits such as job security and economic and social rights provided by the employer to its employees (organizational support) will lead to a positive increase in the commitment of the employees to their workplace and their work (continuance commitment) [89–91]. In this way, the positive return obtained from the workforce will ensure the economic progress of both production and the employer, and negative consequences such as personal change or personnel loss as a result of commitment to the job can be prevented [91–93]. It will facilitate economic planning for future periods of the organization. At the same time, it will provide economic comfort by shifting the employer's planning to different areas of the workplace. This economic comfort will also make a great contribution to the growth of the organization and its brand value [94]. As a result, the confidence and economic comfort provided by the employer will increase the staff's commitment and determination to work and increase productivity. The creation of high-quality products will ensure that the customers who access them will see continuity in standards and quality. Therefore, their perspective and loyalty to the brand will also be positive.

In this study, the lack of impact on employees' perceived benefit value may stem from the fact that while employers may reap the benefits in the long run, employees may not foresee this potential. It is assumed that organizing activities where employers share their outcome-oriented, tangible results with employees (such as briefings, seminars, and training sessions) could be effective in this regard. Through these activities, employees will become aware of the practices being implemented or planned, which will enhance their sense of value, importance, and belief in the job, leading to increased commitment.

Employer brand attractiveness is a crucial method for attracting and retaining qualified and high-quality personnel in organizations [24,45,95]. Brand attractiveness is a condition that needs to be maintained and strengthened. Employees in businesses with employer brand attractiveness are likely to feel like they are a part of the organization, that is, to identify themselves with the organization, resulting in them staying in the organization under all circumstances or feeling desired by the organization. Increasing this situation, which is the successor of organizational support, will ensure organizational success and brand value. At the same time, businesses that take into account the creative ideas, suggestions, and criticisms of their employees and put these suggestions into practice are positive in their relations and communication with their employees, provide trust and assurance, and care about their employees provide organizational support to their employees [20–22,24,25,30,44]. In this regard, ensuring continuance commitment and support for employees plays an important role [29,53,58].

### *5.2. Organizational Support*

Organizational support is an efficient and powerful approach, especially in workplaces characterized by intensive work and stress, such as tourism and hospitality businesses [30,31,79]. The findings of this study also highlight the importance of organizational support in enhancing employer brand attractiveness and organizational commitment.

Resolving issues related to work and employees and ensuring the full well-being and support of employees in all aspects can lead to increased performance, love for the job, commitment, and passion among employees [57,58,79]. The findings of this study demonstrate that the moderating role of organizational support is significant in the effect of social value on continuance commitment. In other words, it shows that the relationship between employer brand attractiveness and continuance commitment is not only based on characteristics and qualities related to the job, employer, or employee but also on the

organizational support provided to employees. Particularly, at moderate and high levels of perceived organizational support, the moderating role of social value on organizational commitment increases. Establishing strong connections and being aware of the value and importance attributed to oneself might result in increased organizational commitment [30,53,58]. Branded employers recognize the importance of their employees' contributions and provide a positive work environment through organizational support. The welfare and professional development of the employee will increase, organizational commitment will be strengthened, and the relationship between the employee and the organization will be strengthened thanks to sustainable human resources [7,8,15,22,24,32,41–44].

Similarly, another finding of this study is the significant moderating role of organizational support in the effect of the economic and application value sub-dimensions of employer brand attractiveness on the sub-dimension of organizational commitment continuance commitment. Employees' feeling valued and appreciated by the employer for both their financial contributions and efforts strengthens their continuity and commitment to the organization. This strength can increase with a high perception of organizational support. With moderate and high perceptions of organizational support, the financial, mental, and emotional connections of the employees are strengthened, enhancing their self-efficacy and thus increasing their dedication (continuance commitment) and performance in their work or job involvement. Another key finding of this study is that as the perception of organizational support increases, both the economic value and the application value have a greater effect on organizational commitment. Employees' interpretations of the approaches shown by the organization play an important role in terms of work, salary, opportunities, and possibilities, contributing to increased commitment. Work security, ease of transportation, and access to education are among the opportunities and possibilities offered by businesses to their employees. In these areas, it would be the right approach for businesses to adopt strategies for more rational use of internal and external resources [7,8,10,11,15] with efficient, sustainable, and green practices as well as the work environment [25] in the environmental dimension, such as carbon footprint and ecologically environmentally sensitive practices [13,14,96–98]. Providing financial and moral assistance to employees who have environmentally-oriented attitudes and awareness of ecological practices (such as providing paid leave to employees working in non-profit organizations) and taking precautions against possible environmental damages with the cooperation of employees (such as using the transportation vehicles of the organization) can be effective in obtaining brand values and sustainable human resources [2,6,12].

### 5.3. General Evaluation

The findings of this study can provide a basis for understanding the importance that tourism and hospitality businesses can place on their employees. Businesses that employ sustainable, high-quality, environmentally conscious employees can evaluate their approaches to maintaining and enhancing their employer brand attractiveness and employee retention and commitment.

Employer brand attractiveness affects organizational continuance commitment, and perceived organizational support moderates this relationship. Nevertheless, the moderating effect of organizational support on this relationship should be specifically evaluated in terms of perceptions of social, economic, and application value. Organizational support approaches, and practices may also play a significant role in increasing employer brand attractiveness and continuance commitment.

As a result, this study has attempted to shed light on the complex and reciprocal interaction of the employer–employee relationship, focusing on the perception of employer brand attractiveness, continuance commitment, and perceived organizational support variables. In future studies, including the dimensions of different variables in this relationship will provide a more in-depth understanding of the subject.



## 6. Conclusions

In the tourism sector, which is a labor-intensive sector, it is quite important to create brand attractiveness and the desire of employees to continue working in the organization. An employee who is loyal to the company he/she serves will significantly lower the employee turnover rate. In the present study, considering these aspects, the relationship between employer brand attractiveness, continuance commitment, and perceived organizational support has been determined. The effects of economic value, social value, development value, interest value, and application value, which are the sub-dimensions of employer brand attractiveness, on continuance commitment were analyzed. The concept of organizational support suggests that when employees feel supported by the organization, their behaviors tend to benefit the company. Employer Branding is an important tool within the talent management process. In this context, this study has investigated the potential moderating role of perceived organizational support in the relationship between the sub-dimensions of employer brand attractiveness and continuance commitment. A model has been developed and evaluated based on these obtained data.

After examining the effect of employer brand attractiveness sub-dimensions on organizational commitment, it was found that the sub-dimensions of employer brand attractiveness, including economic value, social value, developmental value, and application value, affect organizational commitment. It is well known that employer brand value affects the variables of job satisfaction, organizational loyalty, behavioral intention, branding in tourism, and affective organization commitment, and this study has confirmed its effect on continuance commitment. An important finding of this study is that the benefit value does not influence-continuance commitment.

The dimensions of employer brand attractiveness within the context of the research were examined including economic value, social value, development value, interest value, and application value, and their relationship with continuance commitment has been elucidated. The relationship between employer brand dimensions of work–life balance, healthy work atmosphere, training and development, ethics and corporate social responsibility, and compensation was revealed by using Tanwar and Prased scale. As a consequence of this study, it has been concluded that employer brand affects organizational commitment. The results of the research and the brand theory that employer brand dimensions are a strategic tool to increase organizational commitment support the literature. A strong employer brand reinforces organizational commitment.

In this study, the positive moderating role of perceived organizational support in the relationship between the sub-dimensions of employer brand attractiveness, such as social value, economic value, development value, interest value and application value, and continuance commitment, has been analyzed. In the regression model constructed to determine the results of the moderator effect hypothesis, it is observed that the moderating role of organizational support is significant in the effect of social value on continuance commitment. In this sense, H6a has been accepted. Upon examining the details of the moderating effect, it has been found that while the effect of social value on continuance commitment is insignificant when the perception of organizational support is low, the effect is significant at moderate and high levels of perception. Moreover, as the perception of organizational support increases, the effect of social value on continuance commitment also increases.

Similarly, it has been found that organizational support plays a significant moderating role in the effect of economic sub-dimensions on continuance commitment. Based on these results, H6b and H6d have been accepted. Upon further examination of the moderating effect of organizational support, it is evident that the effect is not significant when the perception is low, while it becomes significant when the perception of organizational support is moderate or high. Moreover, as the perception of organizational support increases, both economic value and application value have a greater effect on continuance commitment.

### 6.1. Theoretical Implications

The findings obtained in this study provide various theoretical contributions to the relevant literature. As a consequence of the literature review, not many studies on the relationship between employer branding, continuance commitment, and perceived organizational support have been found. This study has revealed the relationship between employer brand with continuance commitment and perceived organizational support. The model in which employer brand attractiveness is the independent variable, continuance commitment is the dependent variable, and perceived organizational support is the moderator variable has been supported. In light of the results achieved, it was decided that these data collected within the context of the seven-factor structure supported the structural model. It is possible to assert that the better the perception of the employees regarding the strategies related to the employer brand, the higher the level of emotional commitment will be, and this will increase the desire of the employee to continue working in the organization.

The relationship between employer brand attractiveness and organizational commitment has been revealed as a consequence of the research. This relationship has also been discovered in recent studies. Recent intense competition in the job market has manifested in promoting employer loyalty and retaining a more talented workforce.

Employer attractiveness was evaluated using the dimensions of social value, economic value, development value, interest value, and application value. The effect of social value on organizational commitment is positive. It is concluded that the perception of economic value has a positive effect on continuance commitment. Development value has a positive and direct effect on continuance commitment. Interest value does not have a statistically significant effect on organizational commitment. Application value has been found to have an increasing effect on continuance commitment.

Upon examining the details of the moderating effect, it is observed that when the perception of organizational support is low, the impact of social value on continuance commitment is not significant, whereas this effect becomes significant in cases of moderate to high perceptions. Furthermore, as the perception of organizational support increases, the effect of social value on continuance commitment also increases.

### 6.2. Practical Implications

One of the practical contributions of this study is that employer brand positively affects continuance commitment, indicating the necessity for tourism businesses to focus on their employer branding. Although human resources are limited, it is difficult to reach human resources that will add value to businesses, and attracting and retaining these talents is of great importance for sustainable competitiveness. For this reason, organizations can reduce turnover rates by prioritizing their employer brand. Social value, economic value, development value, and application value are crucial in enhancing continuance commitment. Improvements regarding social value can be achieved by strengthening continuance communication, economic value by offering wages, job security, and fair promotion opportunities, development value by creating a system open to the development of both the business and the employee, and application value by following the current issues of the business and training employees through various activities in this direction. Employers can enhance organizational commitment not only by enhancing their attractiveness as an employer but also by providing tailored support to meet the physical and mental needs of employees. As employee needs vary, the support provided should also be diverse, including the provision of ergonomic workspaces, opportunities for physical activity and exercise in the workplace, supportive practices for healthy eating, stress management and mental health programs, flexible work schedules, and mental health support.

Managers should direct organizational commitment to creating loyalty to the employer brand. This situation increases the loyalty and retention rate of employees. To achieve this, working conditions need to be organized. Working conditions can be

enriched by determining business processes and managerial improvements, as well as by enriching the working environment and enriching the experience environment of employees within the scope of intrinsic marketing.

In tourism businesses where suitable working conditions, opportunities for professional development, and effective communication environments are provided, employees will be inclined to work again in the same business despite the seasonality of the sector. In other words, it can be stated that an attractive employer brand and actively intensified activities for employees, including continuance commitment, support long-term retention. This can be considered an indirect performance indicator for hotel businesses.

Another practical contribution of this study is that as the perception of organizational support increases, the effect of social value on continuance commitment also increases, thus revealing the importance of communication, which is the common point of social value and organizational support. The continuance commitment of employees can be increased by ensuring effective communication within the organization and by organizing events and special days.

Businesses should evaluate employer brand attractiveness from a financial perspective and reveal its contribution to the business. Businesses should focus on contributing to creating a social environment for employees, providing economic value, development opportunities, a management approach open to innovation, and the financial return of these activities. In the absence of this approach, the prestige and, therefore, financial disadvantages of employee turnover should be identified.

### 6.3. Limitations and Future Research

In the context of this study, due to constraints such as transportation, time, and cost, these research data were collected from 5-star hotel employees in the Manavgat destination of Antalya. In future studies, data could be obtained not only from the Antalya region but also from the employees working in different regions of Turkey. Furthermore, conducting research on foreign employees and comparing the results could provide valuable insights. Future studies could explore similar issues using both qualitative and quantitative methods in different tourism businesses, highlighting regional differences and similarities through comparative studies.

In the literature, the organizational commitment variable has been approached both in unidimensional and multidimensional aspects. In future studies, the organizational commitment variable, which was considered unidimensional in this study, can be measured multidimensionally [38] (affective commitment, continuance commitment, normative commitment), or each dimension can be examined separately.

In the research, the participants' desire to work again in their current company was not directly measured. The lack of measuring the participants' willingness to work in the same business again can be considered among the limitations of this study. The seasonal nature of the tourism sector and its high employee turnover rate emphasize the importance of employer brand attractiveness. The researchers interested in this topic could measure the desire to work again in the same company within the tourism sector, which exhibits seasonal characteristics, and compare the results.

The issue of carbon footprint, closely related to sustainability, is also linked to employer brand attractiveness, organizational support, and commitment. Environmentally sensitive behaviors, which can be a criterion for being a preferred employer, have a wide scope. This study addressed this issue but did not analyze it in detail. This study has limitations, and future research could expand its scope by addressing this issue.

Qualitative studies can be conducted to enhance employer brand attractiveness. In addition, the research can explore the moderating effects of various factors other than organizational support on variables such as job satisfaction, leadership style, organizational justice, work-life balance, corporate social responsibility, recognition, and respect at work, alongside employer brand attractiveness in the formation of continuance commitment. Concrete indicators can be created for businesses by examining the financial

dimension of employer brand appeal. This would contribute to enriching the literature on this subject. This would contribute to enriching the literature on this subject.

**Author Contributions:** This research paper has been agreed upon by all of the authors and carried out collaboratively, but each one of the authors has made individual contributions to the paper. E.G. provided project management, performed the analyses, and focused on the process of testing the hypotheses and the scales of the article. Y.G. conducted an extensive literature review, contributed to the original draft, and formulated the research hypotheses. N.O. and A.C.Y. contributed to the completion of the materials and methods, implications, limitations, discussions, and conclusion chapters. D.O.O. contributed to the development of the scope of the literature during the revision phase. G.C.D. contributed to the development of the discussion and conclusion sections during the revision phase. In addition, the authors used an internal audit system during the preparation phase and monitored each other for any potential setbacks. All authors have read and agreed to the published version of the manuscript.

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