Article

The Influence of Social Networks on the Digital Recruitment of Human Resources: An Empirical Study in the Tourism Sector

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Abstract: The global employment landscape will continue to change due to new technologies, in particular automation, online collaboration tools, and artificial intelligence. The shortage of skilled workers and the growing jobs of e-tourism employees are a challenge for maintaining day-to-day operations. It is crucial to develop a digital recruitment strategy and communicate a good employer brand, supported by targeted digital advertising. This study aims to identify the impact of social networks on the effectiveness of digital human resources recruitment strategies in tourism. On the basis of a sample of 620 respondents who had experience of the digital recruitment of human resources in the tourism sector, the collected data was analyzed using structural equation modeling. The results underline the high relevance of building these strategies, as professional communication in social networks is the key to successful work in sustainable human resources practices.

Keywords: digital recruitment; tourism; social media; strategic human resources management; employer branding; sustainable human resources management

1. Introduction

Digitization has already found its way into human resources management in many places [1,2]. Accordingly, new ways of working involve a highly digitalized approach and technologies that can even remotely support the recruitment, hiring, onboarding, and training processes that employees go through [2]. In addition to personnel management software, digital personnel files, or personnel control systems, digital requirements for employees, such as work schedules, candidate experience, or employer branding through social media marketing, are also becoming more established in practice [2–4]. To cope with these current problems, new and sometimes different skills are needed. Management must also adapt to the new work environment [5]. The workforce is aging and has to deal with digitalization [6,7]. In addition, new ethical issues arise that an organization must face [8]. Basically, the organization should understand the digital human resources management strategy as a success factor.

In this context, the digital recruitment of human resources has changed significantly due to the changing paradigm in terms of increasing the share of investment in human resources for which the concept of sustainable development has a completely different resonance [5,9]. By using social media, companies—in addition to job seekers—reach people who are latently willing to change [10–12]. Thus, from the perspective of digital human resources management, digital identity is becoming increasingly important, because, in the war for talent, which refers to the shortage of skilled workers, the successful occupation of jobs, especially in tourism, is of particular importance [2,13].

This process of transformation, induced by innovative technologies such as artificial intelligence, has a significant impact on the recruiter's profession [2,14]. This change is already visible, especially in human resources digital strategies, and therefore more and

more recruiters are being sought who can use, control, and develop technically sophisticated information technology systems [2,7]. This is the only way to avoid negative effects, such as errors in basic algorithms and the inequality of opportunity, and to add value to everyone involved—recruiters, applicants, and companies [15]. Therefore, it is important for tourism companies to adjust all functional areas of recruitment as soon as possible in order to change, promptly train employees, and continuously implement various technologies in accordance with sustainable corporate objectives [16,17]. In general, sustainability is becoming increasingly important as a topic in the context of a successful and innovative corporate management and it has also become a central area of action for many tourism companies [18–20]. Thus, sustainable personnel management can play a central role in ensuring and developing human resources and aligning them with the current and future needs of tourism companies, taking into account the ever-changing framework conditions [2].

On the other hand, digital tools are provided in staff marketing to establish the first contact between applicants and the company [21–23]. In order to inspire applicants, there is also a need for continuous activities that accompany them along the way [23]. The framework for this process needs to be defined in a structured way and is built through staff marketing and digital recruitment, while the basis is provided by employer branding. In addition, the six phases (attraction, information, application, choice or selection, onboarding, and binding) and options for designing an optimal process of digital recruitment and employee integration are fundamental from the perspective of candidate experience management and should be considered within the analysis of the effectiveness of the digital recruitment strategy of human resources [5,24].

Supporting this view, this study aims to identify the impact of social networks on the effectiveness of digital human resources recruitment strategies in tourism, taking into account the phases and options for designing an appropriate process of digital recruitment. The conceptual model of the study identifies work–life balance, online company reputation, employer branding, social media professionalism, and the design of the career website as significant constructs that influence the success of filling vacancies. All of the scientific processes involved in the quantitative survey of human resources managers in Romanian tourism companies consider these constructs to be useful in answering the following research questions:

1. What is the impact of social media on the success of recruitment in tourism as a result of using a human resources digital strategy?
2. Does the information search behavior and employment intention vary depending on the number of recommendations and the company's reputation?

To answer these research questions, this study looks at the perspective of the tourism employer, which at the same time represents the research gap, as most previous studies focus on analyzing the candidate's experience [13,16]. This study should help to identify the influencing factors in order to optimize the candidate's experience, but also the efficiency of the digital recruitment strategy.

According to the research results, the information obtained by implementing a human resources digital strategy can be used to obtain the necessary measures aimed at, for example, expanding communication on the most promising recruitment channels or diversifying the media (e.g., content video, mobile marketing, and social media). The findings are also valid and reproducible because they highlight the intention of tourism employers to behave in recruiting employees under the pressure of using the digital environment. Overall, the issues that need to be improved can finally be derived from the perceptions/experience of the candidates and also from the perspective of human resources managers in tourism companies.

At the same time, this research may be a useful reference for future studies on how employee motivations can increase the versatility of the virtual community to develop an appropriate promotion strategy. As a result of digital and technological progress, the talent

market is opening up and candidates can move freely from role to role inside and outside the tourism company, as well as across organizational borders.

The rest of the paper is organized as follows: Section 2 presents the literature review and hypothesis development; Section 3 provides the research model and methodology; Section 4 describe the empirical results; Section 5 presents the implications for discussion; and lastly, Section 6 provides the conclusions of the study.

2. Literature Review and Hypothesis Development

Digital change is the key challenge for tourism companies [17,25]. Therefore, sustainability and digitization are also linked to human resources management [4,5]. From the point of view of sustainable human resources management (SHRM), personnel also have an intrinsic value, and the person working is seen in a way that does not end at the company's border, but rather affects side effects, repercussions, and reciprocal effects on commitments and qualifications [26]. The effects of work on the ecological and social environment (e.g., family and society) also play a role [27].

The war for talent is advancing due to the current mega trends that are digitally affecting the management of human resources in tourism [17,18]. The lack of skilled workers means that recruitment—filling vacancies with suitable candidates—is becoming an increasingly important goal [17,28]. Equally, in addition to traditional recruitment, social networks are increasingly used for recruitment, which many tourism companies consider positive [29–31]. If a company acts in the spirit of sustainable personnel management and communicates this to the outside world, this builds a positive reputation accordingly. Potential applicants recognize opportunities for further development and personal responsibility; the company looks more attractive and has a competitive advantage [32,33]. Therefore, in terms of sustainable staff management, properly aligned staff development, employee participation, and a culture of feedback are important elements.

In the literature, the role that a human resources digital recruitment strategy plays in filling vacancies with suitable candidates has given rise to a number of contextual contingencies [34,35]. Moreover, the results of previous studies show that users' perceptions, expectations, attitudes, and intentions are essential in predicting the use of human resources digital recruitment strategies, while the quality of digital recruitment services and user satisfaction are crucial in explaining other consequences, such as sustainability [36–38]. In addition to staff development measures, feedback is also an investment in skills. In practice, it is generally acknowledged that this must be integrated into the personnel strategy and that too little feedback increases the turnover of employees in the company [5,39]. Therefore, there are structured appraisal interviews in almost every company.

Given these aspects, two types of approaches can be distinguished in efforts to integrate sustainability into a human resources digital recruitment strategy: a more economically oriented perspective, which understands human factors as company resources, and an integrative approach [35–38]. However, meeting human needs is one of the central objectives in addition to meeting the interests of stakeholders (employee interests) and a normative, value-oriented company [40–42]. Thus, sustainability can be defined as a balance between tourism services and resource consumption. Employee issues such as job design, occupational safety, co-determination, and work–life balance issues are particularly closely linked to the social dimension of sustainability [43]. With the help of these starting points, as well as staff recruitment and development, knowledge management, corporate internal communication, and organizational development, human and social capital can be built and secured, thus making a contribution to the sustainable development of tourism companies [44].

It is also strategically important to provide empirical evidence on whether a human resources digital recruitment strategy's investments are profitable or justified [35]. In addition, a research focus was suggested on the interactions between organizational issues, employer branding, and those related to social media professionalism, as well as on the specific consequences of digital recruitment. Finally, it has been repeatedly emphasized

that more literature is needed to describe the contribution of the use of digital recruitment to strategic outcomes and organizational performance [2,33,45]. This is due to the fact that most studies so far have focused on analyzing candidates' experience as a success factor in digital human resources recruitment or the background and consequences of digital human resources management [5,46–48]. In addition, the speed with which a position is occupied is also seen as a relevant feature [32]. Instead, it was found that long-term employee loyalty to the company is a counterpart to the early fluctuation rate.

2.1. Design of Career Website

The topic of digitization is very popular in many industries and the same goes for recruitment [2]. Key digital components such as mobile-optimized application management systems and career websites have already found their way into recruitment in a large number of companies [49,50]. At the same time, campaigns and other careers websites using Google Analytics (a website data analysis tool) help to filter connections and more accurately target groups to drive focused recruitment [51–54]. In addition, there are many new tools that help increase the efficiency of recruitment (Jobsoid, JobScore, Contact Out, Zoho Recruit) and also serve to improve the online reputation of companies [53]. Therefore, the degree of professionalism of the careers site is taken into account, which is an important part of an employer's digital identity [54–56]. Clearly, the careers site is comparable to a main station and thus represents the "peak in marketing and staff recruitment" [50], which must meet the comprehensive requirements of a candidate's experience. This leads to the following hypotheses:

Hypothesis 1 (H₁). *Design of career website is positively related to social media professionalism.*

Hypothesis 2 (H₂). *Design of career website is positively related to the online company reputation.*

2.2. Work–Life Balance

An essential goal of sustainable human resources management is the development and well-being or proper balance of the employees' lives [43,57]. Work and private life provide the individual with resources that can be used both to improve professional performance and to increase the quality of life in all other areas [58,59]. The balance between work and personal life can be achieved by finding and maintaining an optimal rhythm between career and personal responsibilities. It is a strictly personal and constantly evolving process [60]. As a result, under sustainable personnel management, each individual has specific life priorities, and quality of life in relation to the work process has become a must for employees. In this regard, studies show that, on the one hand, adequately continuing education and, on the other hand, the balance between personal and professional lives, are beneficial for employees to stay in the company, because the company is perceived as having a good reputation [56]. However, specific discussions regarding the measurement points of the intention to fill a vacancy in the digital recruitment process are often missing due to the diversity of recruitment applications and the permanent adaptation of recruitment strategies, especially in the field of tourism [17,57]. Therefore, it can be assumed that in the fight between companies for the best candidates, offering a flexible work schedule that takes into account the balance between life and profession can attract potential employees, especially if the company enjoys an online reputation and the benefits offered are presented on social channels [57,59]. This leads to the following hypotheses:

Hypothesis 3 (H₃). *Work–life balance is positively related to the online company reputation.*

Hypothesis 4 (H₄). *Work–life balance is positively related to social media professionalism.*

2.3. Employer Branding

The employer brand, as a sub-area of digital recruitment, describes the activities and measures of development and positioning of a tourism company, such as an attractive employer in social networks, which goes hand in hand with credibility and is consistent with online company reputation [13,61]. This brand serves as a reference point for potential applicants to compare their own ideas and beliefs with those of the company, which increases the likelihood of a cultural fit [62,63]. Tourism employer branding activities show the close connection and complementarity between big data and analysis: clicks, appreciations, comments, and feedback on articles and posts to increase the attractiveness of employers generate comprehensive data sets that can be analyzed with the help of analysis tools [64–66]. Basically, social media content marketing serves to generate attention, which determines the use of employer branding content in recruitment to invite (latently) those who want to switch to applications [64,67]. Thus, the content of employer branding in the context of social media and the paid advertising effort for employer branding content also seem to increase the online company reputation, which leads to the following hypotheses:

Hypothesis 5 (H$_5$). *Employer branding is positively related to the online company reputation.*

Hypothesis 6 (H$_6$). *Employer branding is positively related to social media professionalism.*

2.4. Online Company Reputation

In order for digital recruitment to remain effective for companies, continuous development and adaptation actions to the target group are needed [18,23]. A key aspect is the proper use of the social network, which is geared to the needs of the applicants [5]. However, it is also confirmed that personal contact continues to play an important role in managing the company's online reputation and must be maintained [68]. This approach has highlighted the fact that relationships are evaluated according to the degree of employee satisfaction with a significant impact on the stability of the online reputation over time [69–71]. Based on these considerations, the purpose of the following hypotheses is to determine the impact that the online reputation of an organization has on social media professionalism on the one hand, and on the other hand on the success of filling vacancies in the digital recruitment process [72]. Finally, companies that act in the interests of sustainable personnel management create a proper reputation. This, in turn, is attractive to employees who recruit new employees and offer a competitive advantage.

Hypothesis 7 (H$_7$). *Online company reputation is positively related to social media professionalism.*

Hypothesis 8 (H$_8$). *Online company reputation is positively related to efficiency of the digital recruitment strategy.*

2.5. Social Media Professionalism

In addition to the internal factors, the aspects of presence in social networks are of eminent importance for the success of filling vacancies in the digital recruitment process [73–76]. Because digital identity is also formed through social networks, it is important to use social media professionally [77–80]. This professional use is divided into the general use of social networks to strengthen online company reputation and the use of social networks for recruitment, including recruitment channels in the social networks used, which can have a positive impact on the efficiency of the digital recruitment strategy [2,38,71]. In addition, applicants should determine whether candidates are treated appropriately in job interviews and whether they can look back at the potential employer in a sustainable and positive manner [74]. Hence, the following hypothesis is proposed:

Hypothesis 9 (H$_9$). *Social media professionalism has an effect on the efficiency of the digital recruitment strategy.*

3. Research Methodology

This study develops the four variables: careers website design, work–life balance, employer branding, and online company reputation and social media professionalism, and explores their impact on the efficiency of the digital recruitment strategy. Furthermore, on the basis of the literature it was determined that in the present study of the construction of the human resources recruitment strategy and its efficiency, the aim is directed toward the success of filling vacancies as soon as possible, the quantity and quality of the fund of applicants, and the existence of a low rate of early fluctuation. The framework is shown in Figure 1.
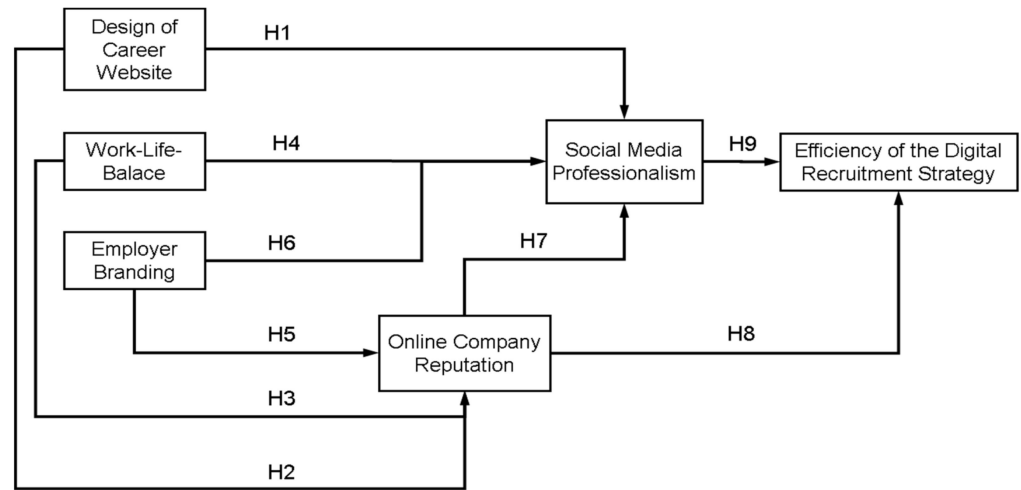

Figure 1. Proposed research model.

The questionnaire is based on the past related literature revised by professionals and appropriately adjusted in accordance with the situation of this study to ensure the validity of the research. Furthermore, the questionnaire used in this research was created by adapting constructs and scale items from prior studies mentioned above in order to increase the reliability and validity of the study, as listed in Table 1.

Table 1. Measurement items and the descriptive statistics for the all variables.

Constructs	Items
Design of Career Website (DCW) [49–54]	(DCW1) The company has a career section on the site that is clearly distinguished from the other menu items.
	(DCW2) The company offers on the site complete and updated information about vacancies and career opportunities.
	(DCW3) The company uses an applicant management system in which stakeholders can apply directly online.
Work–Life Balance (WLB) [57–59]	(WLB1) Career planning in the company involves part-time work compatibility.
	(WLB2) The company supports work–life balance and keeps its commitments.
	(WLB3) The flextime working model offered is attractive.

Table 1. *Cont.*

Constructs	Items
Employer Branding (EB) [61–67]	(EB1) It matters that the company presents on social media the importance of the individual employee in the overall structure of the company.
	(EB2) The presentation of the company's benefits beyond just payment is important.
	(EB3) Companies that report on employee events are trusted.
	(EB4) The company that presented its values and philosophy in social media is appreciated.
	(EB5) It is important that employees have heard people talk about this employer's branding.
Online Company Reputation (OCR) [69–71]	(OCR1) The company treats customers and employees with respect.
	(OCR2) The number of online recommendations is important when a person chooses to apply for a job.
	(OCR3) The company is a good employer and they stand out for the good treatment of employees.
	(OCR4) People apply for a job at a company that is recognized and strives to constantly improve.
Social Media Professionalism (SMP) [73–78]	(SMP1) Comments on social media about the recruitment process are taken into account.
	(SMP2) The company is constantly using social media profiles to draw attention to vacancies.
	(SMP3) The company provides detailed information about job offers on social networks.
Efficiency of the Digital Recruitment Strategy (DHRS) [36–38]	(DHRS1) The proportion of people who did not stay in the company beyond the probationary period in the last 12 months is very small.
	(DHRS2) The people the company has hired for the last 12 months fit very well within the advertised job.
	(DHRS3) In the last 12 months, the company has hired one of five candidates as a result of the digital recruitment process.

The study was an anonymous online survey and it was conducted between June 2021 and November 2021. The questions in the survey have used a five-point Likert scale ranging from one (strongly disagree) to five (strongly agree). The draft questionnaire has been pre-tested by 22 influencers in order for the questions to be as fluently expressive as possible.

The use of probability sampling and a stratified random sampling method allows authors to avoid biases in data and provide equal opportunity for all respondents who can be potential users of digital recruitment services. To get a true picture of our study, the sample size consisted of 660 human resources managers in Romanian tourism companies selected through media channels, out of which a complete response of 620 people was received, which represented a response rate of 94% as follows: 93—South-East Region, 108—Central Region, 85—South Region, 83—North-East Region, 91—North-West Region, 79—West Region, and 81—South-West Region. Most of the respondents were female, representing 58% (*n* = 360), whereas male respondents represented 42% (*n* = 260). In terms of age, the largest segment in this study 26% were 26–35 years old respondents; 22% of respondents were 18–25 years old; 32% were 36–50 years old; and 20% were over 50 years old.

The analysis was performed using structural equation modeling. The measurement model is first examined to assess the reliability and validity of the constructs, and then the structural model is analyzed to determine the effect of dependent and independent variables using the path model analysis. This study concludes that the reliability of the framing measurement is appropriate to test these hypotheses.

4. Results

Using the indicators described above, this study assesses the consistency of the entire scale with Cronbach's alpha and its overall reliability of each factor of efficiency values.

Table 2 shows the reliability results and shows that all Cronbach α constructs have satisfactory values, which indicates an acceptable internal consistency.

Table 2. Summary of measurement scales.

Variable	Constructs Items	Standard Deviation	Factor Loading	Cronbach's α	Composite Reliability	AVE
Design of Career Website (DCW)	DCW 1 DCW 2 DCW 3	0.94 0.98 0.93	0.76 0.76 0.77	0.81	0.81	0.56
Work–Life Balance (WLB)	WLB 1 WLB 2 WLB 3	0.94 0.99 0.96	0.78 0.82 0.76	0.84	0.84	0.58
Employer Branding (EB)	EB 1 EB 2 EB 3 EB 4 EB 5	0.99 0.98 0.80 0.96 0.98	0.75 0.76 0.75 0.79 0.88	0.90	0.91	0.58
Online Company Reputation (OCR)	OCR 1 OCR 2 OCR 3 OCR 4	0.80 0.99 0.99 0.98	0.78 0.75 0.86 0.78	0.90	0.89	0.60
Social Media Professionalism (SMP)	SMP 1 SMP 2 SMP 3	0.94 0.96 0.94	0.80 0.75 0.75	0.79	0.82	0.57
Efficiency of the Digital Recruitment Strategy (DHRS)	DHRS 1 DHRS 2 DHRS 3	0.98 0.93 0.81	0.74 0.75 0.77	0.89	0.89	0.55

It is important to note that composite reliability (CR) measurements were taken to determine reliability. The convergent validity was obtained through the comparison of the AVE and the square of the correlation coefficient between the dimensions to conduct the assessment. The results indicate that the square root of the AVE of each construct stands highest among the values of their latent variable coefficients. In addition, a measuring of the discriminant validity was performed with the cross-loading matrix. As can be seen from Table 3, the items have a higher load value in their constructs, which shows the satisfaction of the discriminant validity of this property.

Table 3. Correlation's matrix of variables.

	WLB	OCR	EB	SMP	DCW	DHRS
WLB	0.58					
OCR	0.43	0.60				
EB	0.38	0.38	0.58			
SMP	0.40	0.39	0.36	0.57		
DCW	0.38	0.36	0.34	0.36	0.56	
DHRS	0.33	0.31	0.30	0.30	0.28	0.55

In the case of the present research, the R^2 value and confidence intervals are employed to validate the structural paths of the conceptual model. The hypotheses between the design of the careers website, work–life balance, and employer branding (H_2, H_3, H_5) were supported ($\beta = 0.356$, $\beta = 0.311$, $\beta = 0.156$, and $p < 0.001$). The hypotheses with social media professionalism (H_1, H_7) had strong support ($\beta = 0.471$, $\beta = 0.2104$, and $p < 0.001$). However, the relationship between work–life balance and social media professionalism (H_4) was significant ($\beta = 0.187$). Finally, the relationship between social media professionalism and

the efficiency of the digital recruitment strategy (H_9) had strong support ($\beta = 0.696$ and $p < 0.001$), whereas the relationship between online company reputation and the efficiency of the digital recruitment strategy (H_8) was supported. Digital recruitment strategy was explained by online company reputation and social media professionalism, with an R^2 value of 0.632 accounting for 63.2% of the variance. This was closely followed by social media professionalism, which was predicted by employer branding, work–life balance, and online company reputation, and explained 63.1% ($R^2 = 0.631$) of the variance. The design of the careers website, work–life balance, and employer branding accounted for 47% ($R^2 = 0.470$) of the variance in online company reputation. The results from Figure 2 indicated that all hypothesized relationships were significant and the hypothesized model is acceptable.
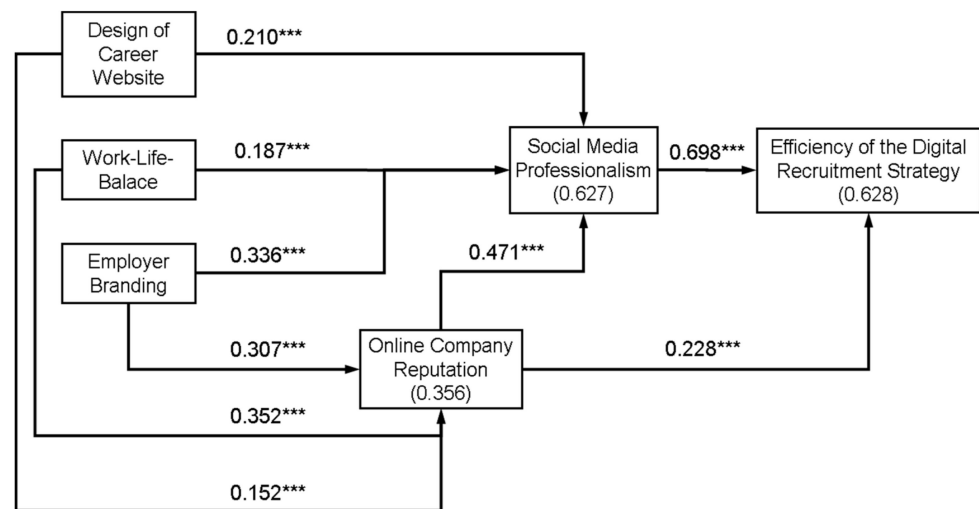

Figure 2. Results of path analysis. Note: *** $p < 0.001$.

5. Discussion

In the context of this study, the influence of relevant factors in the context of social networks on the success of digital recruitment was examined. Thus, the developments of technology and social networks in leisure and at work have completely redefined the way people relate to each other and the way tourism organizations perform human resources strategy. On the other hand, it is known that social networks are tools aimed at developing online communities of people who share interests and/or activities or who are interested in exploring the interests and activities of others [77].

Based on the analysis, the company's online reputation has a significant influence on the effectiveness of digital human resources recruitment strategies in tourism. Therefore, it is advisable for companies to build or maintain their own reputation and affirm it in a positive way. Image advertisements and measures in the area of corporate social responsibility can help, for example, to continue the positive communication of the image, especially when the process of recruiting human resources is digital. It is essential that the company's online reputation should be influenced by other social media factors, as it is not exclusively in the hands of the company itself, and improving the online reputation can only be influenced to a limited extent from within.

The results of this research also show that the links between applicants and companies will become more digital in the future and that the candidate's experience model will gain in importance, as an applicant-centered design of contact points is promising, especially due to social use networks. The positive effects of individually experienced application experiences will have a positive effect on the company's image as an employer, especially with increasing transparency. Therefore, it is especially important for companies to communicate in a targeted manner in social networks, to build an external professional image, and to use social networks for a certain purpose.

The significance of the study finding was similar with some other studies [64,67,74], which found that by focusing on the applicant's needs and addressing his preferences and any uncertainties, consistency in the application process, and a personal approach, ensures that the application process creates a well-rounded overview and has a positive effect on the employer's brand. However, the successful implementation of the candidate-centered concept in the company requires the cooperation and coordination of many internal interest groups.

Another important aspect is that in addition to the fact that the processes of staffing from marketing and recruitment to staff development are becoming more and more digital, the emphasis on the content of digital strategies in the human resources area is changing. Potential candidates are being approached more and more differently, and the search for suitable people is taking place through a more active acquisition, which is particularly important in times of a shortage of skilled workers. Thus, the use of robots for recruitment can help in this regard.

In addition, tourism employees can and want to gather more and more independent and individual qualifications and training. Digital system solutions make this possible. This also changes the tasks and roles in the area of e-tourism staff that should be redefined. Finally, the way in which digital human resources management actively models or redesigns its role in digital transformation will be decisive. Here, the digital recruitment of human resources has the opportunity to take an important role in tourism companies and then pass this on to organizations.

Finally, these findings were in line with previous studies [17,25,81–83], showing that an understanding of the economic and managerial mechanisms of the digital recruitment of human resources underpins the making of pertinent, real, and especially opportune decisions that could counteract turbulent environmental threats and increase the potential of tourism companies. Technologies for optimizing the candidates' experience as well as providing personalized content for effective branding are the explicit goals of tourism companies.

Given these beneficial effects, cognitive and social media technologies, in particular, are becoming an important dimension of human resources digital recruitment strategies, especially with regard to issues such as organizational communication, knowledge sharing and management, and employees' training skills, as well as building relationships and human capital [5].

6. Conclusions

This new context of the global economy has brought to the attention of tourism companies a combination of new concepts, such as the green economy, digital transformation, e-work, and re-humanized employees, concepts that have significantly impacted the field of human resources, which is reflected in changing practices, namely through increasingly virtual selection, evaluation, and training [25,55]. In this context, the need to respond to the volatility, uncertainty, complexity, and ambiguity of the economic environment was reflected in the initiative to standardize practices aimed at human resources management.

In the current context, this study is in the area of the interconnection of the concepts of digital transformation, digital human resources, and disruptive innovation performance, and we believe that in the next decade, every tourism company will have to develop a human resources digital recruitment strategy to achieve its performance goals, increase its competitive advantage, build a reputation, and integrate its business into the new sustainable business ecosystem. As a consequence, the management of the human sustainability of tourism companies is the model and the comprehensive concept of management and strategic corporate cooperation, whether responsible or people-oriented, which sees employees as a source of added value.

The results of this study show that the tourism employer brand is largely understood as an elementary part of corporate strategy. Decision makers need to understand that only through the full integration of the employer's brand into the corporate strategy can sustainable success be achieved through human resources. In turn, this contributes

significantly to the company's overall tourism success in times of a shortage of skilled workers. Finally, the branding of the employer aims to position and profile the tourism company based on the values of its brand in the minds of internal and external target groups of employees. Referring to the theory of signaling, this means that the relevant signals of an employer are transmitted on social networks, which on the one hand represents the professionalism of using social networks and, on the other hand, embodies a positive influence on the online reputation of the company tourism.

In terms of scientific significance, the results highlighted that social networks offer greater chances of employment due to the fact that they include countless companies brought together in a single environment, to which also contributes the increased possibility of building professional relationships. From a practical perspective, this could help Romanian tourism companies to better understand the important indicators of recruitment, the labor market and its main changes, and better assess current human resources digital recruitment strategies.

Last but not least, the results of the study highlighted the fact that the integration of the digital transformation of human resources management in the field of tourism in consolidating the business model requires the adoption of sound employee selection strategies to identify that value-added information is not only relevant to the company's activities but at the same time significantly impacts the decisions of stakeholders/users, thus reducing the overload of risk information. Therefore, the situation in the labor market in the field of tourism has changed, and employees have become a rare commodity. As a result, the tasks and roles in the field of human resources in the field of tourism will change as some processes are increasingly mapped digitally through the use of social networks.

6.1. Research Limitations

It should still be kept in mind that this study is subject to limitations; nevertheless, it presents findings relevant at least to the areas of the professional use of social networks and online corporate reputation. In spite of using structural equation modeling, it is not possible to conclude about cause–effect relationships, as this study is cross-sectional. There is also a likelihood of errors due to the fact that the common method bias may exist in this study. Conway and Lance [84] showed that biases related to the common method deal with a variety of types of alleged measurement methods, including self-reports (e.g., self-ratings of job satisfaction and work behaviors), rater effects (e.g., performance ratings by multiple sources), and assessment center exercises. Although we clearly did not resolve all issues related to these problems, as mentioned by Podsakoff et al. [85], our main focus in this study was the careful evaluation of the research framework to identify potential sources of bias and the implementation of procedural control methods and statistics. Another limitation of the study is that some of the constructs of social networks (social media recruitment channels, social media recruitment implementation, employer branding content, and employer branding advertising) could also have an impact on the success of the process of digital recruitment and implicitly on the efficiency of the digital recruitment strategies of human resources in tourism. In this study, we have considered some indirect effects of these constructs of social networks.

6.2. Future Research Directions

It is advisable to make an even larger sample size for future studies, as this will pave the way for more reliable testing of the explanatory capacity of the model. Additionally, in future research, the authors intend to introduce new factors that take into account the fact that investments in continuing education are worthwhile in the long run and that a balance between the interests of the company (competitiveness, flexibility, and greater productivity) and those of employees is feasible.

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