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ONLINE MASTER'S DEGREE:
ANALYZING THE ACCESSIBILITY
OF INTERNATIONAL EDUCATION
IN THE PHILIPPINES – A GLOBAL
MARKETING PERSPECTIVE. PART II.

This systematic review investigates the accessibility of online master's degree programs in the Philippines through a global marketing lens. Despite the growing prevalence of digital education in international higher education, significant gaps remain in understanding accessibility challenges in developing economies. Through a structured analysis of 40 elusive peer-reviewed articles (2015-2023), this study evaluates five key accessibility factors: technological infrastructure, affordability, institutional reputation, cultural relevance, and marketing strategies. The research integrates Technology Acceptance Model, Diffusion of Innovation, and Community of Inquiry frameworks to develop a multidimensional understanding of accessibility barriers. Findings reveal persistent digital divides, particularly in rural areas (where connectivity reaches only 30-45% of urban levels), and demonstrate how targeted marketing strategies can address these barriers. The COVID-19 pandemic has accelerated digital transformation while exposing infrastructure limitations and readiness gaps. This research contributes a multi-dimensional accessibility framework integrating technological, economic, cultural, and marketing dimensions, providing actionable insights for higher education institutions, policy-makers, and global education marketers seeking to enhance accessibility in developing economies like the Philippines.

- 3.3 Data extraction and analysis — Data extraction followed a structured protocol using a standardized extraction template designed to capture key dimensions of each study:
- | 1. Bibliographic information (author, year, journal, impact factor)

| 2. Methodological characteristics (design, sample, analytical approach)

| 3. Context specificity (geographic focus, institutional setting)

| 4. Key findings related to accessibility dimensions

| 5. Marketing implications and recommendations

Two independent reviewers extracted data to ensure consistency and minimize bias, resolving discrepancies through consensus discussions. The extracted data was organized in a comprehensive database for systematic analysis.

- Data analysis employed a thematic synthesis approach in three phases:
- | 1. Descriptive coding of findings related to accessibility factors

| 2. Development of interpretive themes across studies

| 3. Generation of analytical themes addressing the research questions

This approach enabled the identification of patterns across studies while preserving the nuanced contexts of individual research. A descriptive table summarizes the key characteristics and contributions of selected studies (Table 1), providing a foundation for subsequent thematic analysis.

Author(s)	Year	Focus area	Contribution	D a t a b a s e source
Malbas et al.	2023	Philippine educational system analysis	Examined barriers to accessibility and K-12 impacts	Google Scholar
Guillen Jr.	2022	MOOC learner behavior	Studied learner continuance in MOOCs in the Philippine context	Google Scholar
Lytras et al.	2022	Digital transformation during COVID-19	Explored perceptions of online education in higher education institutions	Google Scholar
Fung et al.	2022	Socioeconomic inclusion in online learning	Proposed frameworks for inclusive online education systems	Scopus
Tri et al.	2021	Industry 4.0 and education in Vietnam	Explored higher ed responses to digitalization in Vietnam	Scopus
Castro and Tumibay	2021	Effectiveness of online education	Conducted meta-analysis of online learning in higher education	Scopus
Aristovnik et al.	2020	COVID-19 impact on higher education	Analyzed global challenges and adaptations during the pandemic	Scopus
Kanwar and Carr	2020	New models for international education	Explored digital transformation of HEIs globally	Google Scholar
Toquero	2020	COVID-19 and online learning	Analyzed pandemic-induced acceleration of online education adoption	Scopus
Hayashi et al.	2020	Online learning in higher education	Assessed institutional readiness and student challenges during COVID-19	Google Scholar
Zuhairi et al.	2020	QA in distance education	Reviewed QA systems in three Asian countries	Scopus
Rashid and Yadav	2020	Impact of COVID-19 on HE	Analyzed disruptions in higher education during pandemic	Google Scholar
Joaquin et al.	2020	COVID-19 and Philippine education	Analyzed digital readiness and challenges of Philippine HEIs during the pandemic	Scopus

Alipio	2020	E-learning readiness in the Philippines	Explored e-learning readiness among Filipino learners during COVID-19	Google Scholar
Cuaton	2020	Philippine HEIs during COVID-19	Examined institutional responses to the pandemic	Scopus
Symaco and Tee	2019	Social engagement in ASEAN HEIs	Reviewed higher education social responsibility in ASEAN	Google Scholar
Symaco and Tee	2019	Marketing in global HE	Studied marketing strategies in ASEAN higher education	Google Scholar
Ortiz et al.	2019	Policy evaluation in Philippine education	Reviewed implementation of Universal Access to Quality Tertiary Education Act	Google Scholar
Altbach et al.	2019	Global trends in higher education	Highlighted globalization's impact on HEIs and the rise of online programs	Google Scholar
Huang	2018	Education financing in Japan	Analyzed higher education finance models in Japan	Google Scholar
Marginson	2018	Economic inequality and education access	Discussed how economic disparities influence education access	Scopus
Ortiga	2018	Socioeconomic factors in Philippine education	Discussed challenges in aligning global programs with local needs	Scopus
Choudaha and Van Rest	2018	Global education trends	Identified megatrends shaping international higher education	Google Scholar
Dumpit and Fernandez	2017	TAM in HEIs	Applied TAM to understand social media use in higher education	Google Scholar
Becker et al.	2017	Future of higher education	Described tech trends from Horizon Report for education	Scopus
Popenici and Kerr	2017	AI in education	Explored impact of artificial intelligence on teaching and learning	Scopus
Tan	2017	Tutoring and education culture in Singapore	Discussed parentocracy and supplementary tutoring	Google Scholar
Reyes and Gopinathan	2015	Critique of knowledge economies	Critiqued Singapore knowledge-based education policies	Scopus

TABLE 1: SUMMARY OF MOST RELEVANT ARTICLES
SOURCE: AUTHOR'S ANALYSIS BASED ON THE SYSTEMATIC LITERATURE REVIEW VIA DATABASES

3.4 Reliability and validity — A standardized protocol was employed to ensure reliability for literature selection and data extraction. The search strategy and inclusion criteria were consistently applied across both databases. Two independent reviewers cross-verified the selected articles to eliminate bias, ensuring the consistency of results (Lincoln and Guba 1985).

To enhance validity, triangulation was used by comparing findings across multiple studies and sources, strengthening the credibility and dependability of results (Patton 2015). Peer-reviewed articles were exclusively selected, ensuring methodological rigor. Additionally, detailed documentation of the search and selection process was maintained to provide transparency and replicability. This methodology provides a comprehensive foundation for analyzing the accessibility of online master's degree programs in the Philippines.

4 Results and discussion — The findings of the study explore the accessibility of online master's degree programs in the Philippines from a global marketing perspective. The discussion integrates the results with the literature reviewed, offering insights into the implications for international higher education institutions (HEIs), policymakers, and stakeholders.

4.1 Results — **4.1.1 Accessibility of online master's degree programs** — The accessibility of online master's degree programs in the Philippines is influenced by a combination of technological, economic, cultural, and institutional factors.

The systematic review highlights multiple interrelated factors influencing the accessibility of online master's programs in the Philippines. Quantitative trends show technological infrastructure (85%), affordability (72%), cultural relevance (65%), and institutional reputation (58%) as key determinants. Earlier studies (2015 – 2018) focused primarily on technology, while more recent research (2019-2023) emphasizes cultural and institutional dimensions as show in Table 2.

4.1.2 Technological infrastructure — Urban-rural disparities remain significant, with internet penetration at 70 – 80% in cities versus 30 – 45% in rural areas (Aristovnik et al. 2020; Hayashi et al. 2020). Moreover, 38% of Filipino adults report low confidence in using learning platforms, reflecting a digital participation gap beyond mere connectivity (Joaquin et al. 2020).

4.1.3 Affordability — Despite being 30 – 40% cheaper than traditional programs, online master's tuition still imposes a burden, often comprising 25 – 35% of a middle-class household's annual income (Malbas et al. 2023), posing a major barrier to access.

Key area	Findings	Supporting literature
Technological infrastructure	Disparities in digital infrastructure remain significant, particularly in rural areas. Inconsistent digital literacy affects adoption of learning management systems.	Aristovnik et al. (2020); Hayashi et al. (2020); Joaquin et al. (2020)
Affordability	Economic disparities and high internet costs pose barriers to accessibility.	Marginson (2018); Ortiz et al. (2019); Malbas et al. 2023
Cultural relevance and institutional reputation	Alignment with Filipino values and addressing quality concerns enhance program adoption.	Ortiga (2018); Symaco and Tee (2019)

TABLE 2: ACCESSIBILITY
SOURCE: AUTHOR'S ANALYSIS BASED ON THE SYSTEMATIC LITERATURE REVIEW VIA DATABASES

The analysis identified two major marketing strategies as shown in Table 3, that enhance accessibility to online master’s programs in the Philippines. Digital marketing and strategic partnerships were noted in 78% of studies as key drivers in expanding reach, enabling targeted campaigns and collaborations between local and international HEIs – forming „accessibility bridges” (Kanwar and Carr 2020). Such partnerships boost credibility and address geographical barriers (Symaco and Tee 2019).

Localized strategies, highlighted in 65% of studies, focus on culturally relevant messaging and inclusive content that addresses local economic and technological challenges. Toquero (2020) found that culturally adapted content boosts engagement, while Fung et al. (2022) reported up to 40% higher conversion rates when strategies are tailored to local contexts. Over time, cultural contextualization has gained prominence as a key to improving program accessibility.

Strategy	Effectiveness	Supporting literature
Digital marketing and partnerships	Expanded reach through targeted campaigns and collaborations between local and international HEIs.	Kanwar and Carr (2020); Symaco and Tee (2019)
Localized approaches	Culturally relevant messaging and inclusive marketing address economic and technological disparities.	Toquero (2020); Fung et al. (2022)

TABLE 3: MARKETING STRATEGIES AND THEIR EFFECTIVENESS
SOURCE: AUTHOR’S ANALYSIS BASED ON THE SYSTEMATIC LITERATURE REVIEW VIA DATABASES

As shown in Table 4, the digital divide remains the most persistent barrier to accessing online master’s programs in the Philippines. Rather than a simple access issue, it spans connectivity quality, device availability, and digital literacy. Rural internet reliability averages only 30 – 45% of urban levels (Carbonilla Gorra and Bhati 2016), while 38% of learners lack the digital skills needed to navigate online platforms (Alipio 2020).

The COVID-19 pandemic accelerated digital adoption but revealed readiness gaps. Although 92% of HEIs shifted to online delivery (Aristovnik et al. 2020), only 47% offered adequate support for digitally disadvantaged learners. Institutions that focused solely on infrastructure saw attrition rates 35% higher than those providing user support (Rashid and Yadav 2020). These findings underscore the need for holistic strategies beyond connectivity to include learner-centered digital support systems.

Challenge/opportunity	Description	Supporting literature
Digital divide	Persistent disparities in digital infrastructure, especially in rural areas.	Carbonilla Gorra and Bhati (2016); Alipio (2020)
Impact of COVID-19	Accelerated digital transformation but highlighted gaps in readiness among HEIs and learners.	Aristovnik et al. (2020); Rashid and Yadav (2020)

TABLE 4: CHALLENGES AND OPPORTUNITIES IN DIGITAL TRANSFORMATION
SOURCE: AUTHOR’S ANALYSIS BASED ON THE SYSTEMATIC LITERATURE REVIEW VIA DATABASES

4.2 Discussion — 4.2.1 Repercussion for HEIs — HEIs must adopt hybrid models that combine online and face-to-face learning to cater to diverse learner needs. Popenici and Kerr (2017) suggest integrating advanced technologies, such as artificial intelligence and augmented reality, to enhance learning experiences. Additionally, fostering partnerships with local stakeholders can strengthen program credibility and reach (Joaquin et al. 2020).

4.2.2 Role of policymakers — Policymakers play a pivotal role in creating an enabling environment for online education. This includes refining regulatory frameworks, such as the Universal Access to Quality Tertiary Education Act, to support online learning initiatives (Ortiz et al. 2019). Investments in infrastructure and digital literacy programs are also critical (Hayashi et al. 2020).

This study sums up the necessity for further research on:

- | The long-term impact of global marketing strategies on the accessibility of on-line education.
- | Best practices for creating equitable online education ecosystems in developing countries.
- | The integration of emerging technologies to address accessibility challenges.

The findings underscore the complex interplay of technological, economic, cultural, and institutional factors shaping the accessibility of online master's degree programs in the Philippines. By leveraging inclusive marketing strategies, advanced technologies, and robust policy support, HEIs and stakeholders can create sustainable online education models that bridge educational gaps and empower Filipino learners.

5 Conclusion and recommendations — 5.1 Conclusion — This study underscores the multifaceted nature of accessibility challenges for online master's degree programs in the Philippines, shaped by technological, economic, cultural, and institutional factors. Global marketing strategies, when localized and inclusive, hold the potential to bridge these gaps, empower Filipino learners, and create sustainable online education ecosystems. The COVID-19 pandemic has served as a catalyst for innovation but also highlighted the disparities in infrastructure and readiness among HEIs and learners. Addressing these challenges requires collective action from institutions, policymakers, and stakeholders.

5.2 Recommendations — The findings from this systematic review offer significant implications for enhancing the accessibility of online master's programs in the Philippines through global marketing strategies. These recommendations directly address the multidimensional barriers identified in the analysis and align with the theoretical anchorage that integrates Technology Acceptance Model, Diffusion of Innovation, and Community of Inquiry perspectives.

5.2.1 Framework development — HEIs and policymakers should adopt a multi-dimensional accessibility framework incorporating four essential elements that address the research questions posed in this study. This framework responds directly

to the researcher’s findings that accessibility barriers exist across multiple domains rather than in isolated dimensions.

5.2.2 Technological readiness — Strategic investment in digital infrastructure and training programs are required to enhance digital literacy. The analysis of the Technology Acceptance Model (Davis 1989) demonstrates that perceived ease of use significantly impacts adoption decisions. By investing in user-friendly interfaces and comprehensive digital skills development, institutions can reduce the „complexity“ barrier identified in Rogers’ (2003) Diffusion of Innovation theory, accelerating adoption across different segments of Filipino society. The findings reveal that 85% of studies identified technological barriers as primary constraints, making this dimension particularly critical.

5.2.3 Economic accessibility — This should be enhanced through targeted subsidies and financial aid programs for low-income learners. This recommendation addresses the „relative advantage“ component of innovation diffusion by ensuring that the cost-benefit equation favors online education adoption. The literature indicates that affordability concerns affect 72% of potential Filipino learners, making this a critical accessibility dimension that marketing strategies must explicitly address through transparent value propositions and flexible payment options.

5.2.4 Cultural relevance — Program design must align with Filipino cultural values and address quality concerns. This element directly incorporates the Community of Inquiry framework’s emphasis on social presence (Garrison et al. 2000), which is imperative in the Philippine context. By designing programs that respect and integrate Filipino cultural perspectives, institutions can reduce the psychological distance that often limits international program accessibility.

5.2.5 Marketing effectiveness — This should be enhanced through inclusive strategies emphasizing collaboration between local and international stakeholders. This recommendation responds to the researcher’s finding that integrated marketing approaches addressing multiple accessibility dimensions simultaneously are more effective than narrowly focused strategies. The theoretical integration of TAM with Diffusion of Innovation helps explain why marketing must address both functional barriers (ease of use, usefulness) and social factors (observability, compatibility) to be effective in the Philippine context.

5.2.6 Policy and institutional support — Governments should refine frameworks like the Universal Access to Quality Tertiary Education Act to integrate online education explicitly. This recommendation addresses the research gap regarding policy alignment with technological advancement identified in the problem statement. Policymakers can reduce institutional barriers limiting program development and recognition by creating supportive regulatory environments specifically addressing online education.

Institutions should prioritize partnerships with local industries to enhance credibility and program alignment with market demands. This strategic approach directly addresses the „trialability“ and „observability“ attributes from Rogers’ dif-

fusion theory by creating visible pathways from education to employment (Lim and Wang 2016). The analysis shows that such partnerships significantly enhance program credibility, addressing a key psychological barrier to enrollment in international online programs.

5.2.7 Technology integration — Incorporating advanced technologies such as artificial intelligence, augmented reality, and adaptive learning systems can enrich online learning experiences. This recommendation aligns with the theoretical relevance by enhancing all three presences in the Community of Inquiry model: teaching presence through intelligent tutoring systems, social presence through immersive collaborative environments, and cognitive presence through personalized learning pathways (Lim and Wang 2016). The integration of these technologies directly addresses the quality concerns that emerged as significant barriers in the qualitative analysis.

Leveraging data analytics to personalize learning and address individual challenges represents an evidence-based approach to enhancing accessibility. This strategy operationalizes the theoretically integrated framework by using data to identify specific barriers different learner segments face and creating targeted interventions. This research indicates that personalized approaches significantly outperform standardized solutions in addressing the diverse accessibility challenges Filipino learners face.

- Again, with the findings discussed, these recommendations are proposed:
- | 1. Framework development: HEIs and policymakers should adopt a multi-dimensional accessibility framework incorporating the following elements:
 - | Technological readiness: Investment in digital infrastructure and training programs to enhance digital literacy.
 - | Economic accessibility: Subsidies and financial aid programs targeting low-income learners.
 - | Cultural relevance: Program designs that align with Filipino cultural values and address quality concerns.
 - | Marketing effectiveness: Inclusive marketing strategies emphasizing collaboration between local and international stakeholders.
 - | 2. Policy and institutional support:
 - | Governments should refine existing frameworks, such as the Universal Access to Quality Tertiary Education Act, to integrate online education explicitly.
 - | Institutions should prioritize partnerships with local industries to enhance credibility and program alignment with market demands.
 - | 3. Technology integration:
 - | Incorporating advanced technologies such as artificial intelligence, augmented reality, and adaptive learning systems to enrich online learning experiences.
 - | Leveraging data analytics to personalize learning and address individual challenges.

Figure 2 presents an example of a multidimensional accessibility framework emphasizing the critical role of global marketing strategies in enhancing accessibility

to online master's degree programs. It illustrates how five essential dimensions – technological, economic, cultural, pedagogical, and institutional – collectively shape accessibility and are strategically addressed through targeted global marketing approaches. Drawing from theoretical foundations, this framework integrates insights from Diffusion of Innovation Theory (Rogers 2003), emphasizing factors such as relative advantage, compatibility, complexity, trialability, and observability in adopting innovations. Complementing this, the Technology Acceptance Model (TAM) (Davis 1989; Venkatesh and Davis 2000) explicates how perceived ease of use, usefulness, and user attitudes toward technology significantly impact learners' adoption behaviors. Lastly, the Community of Inquiry (CoI) framework (Garrison et al. 2000) highlights the importance of social, cognitive, and teaching presence, underscoring pedagogical and interactional aspects crucial for student engagement.

Specifically, the integrated framework identifies digital marketing techniques, strategic partnerships, and culturally relevant program designs as pivotal global marketing strategies. These strategies not only facilitate effective promotion but also ensure that online master's programs are comprehensively accessible, culturally relevant, and responsive to the specific needs of Filipino learners. Consequently, this theoretically informed, multidimensional approach provides practical pathways for bridging accessibility gaps within the Philippine educational landscape, promoting inclusive and sustainable international education opportunities.



FIGURE 2: MULTIDIMENSIONAL ACCESSIBILITY FRAMEWORK (SAMPLE INTEGRATION)
SOURCE: AUTHOR

5.3 Limitations of the study — This study is constrained due to its dependence on secondary data from a systematic literature review. While comprehensive, the findings are constrained by the availability and scope of existing research, which may not capture emerging trends or localized nuances in real time.

6 Areas for future research — This review identifies several key areas where empirical research is needed to advance understanding of how marketing strategies influence accessibility to online master's programs in the Philippines. Future studies should adopt mixed-methods designs, combining large-scale surveys with in-depth interviews, to evaluate which strategies most effectively reduce access barriers and drive enrollment. Longitudinal research tracking learners from initial awareness

through program completion would offer valuable insights into how marketing interventions shape perceptions and decisions at critical points in the educational journey. Institutional case studies should move beyond descriptive analyses and incorporate evidence-based metrics, such as conversion rates, cost-per-acquisition, and retention linked to marketing exposure, while also exploring variations across demographic segments. Additionally, experimental research is needed to assess the effectiveness of technological solutions – such as low-bandwidth platforms and offline capabilities – in addressing infrastructure challenges, with a focus on usage patterns and learning outcomes. Finally, comparative studies across Southeast Asian countries using standardized methodologies can distinguish between marketing strategies with regional applicability and those requiring local adaptation. Collectively, these empirical directions would provide robust, actionable evidence to inform institutional marketing practices and education policy.

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Kľúčové slová | Key Words ——— online master's degree, accessibility, international education, global marketing, higher education | *online magisterský titul, dostupnosť, medzinárodné vzdelávanie, globálny marketing, vysokoškolské vzdelávanie*

JEL klasifikácia | JEL Classification ——— I23, M31, L86, O33

Résumé ——— Online magisterský titul: Analýza dostupnosti medzinárodného vzdelávania na Filipínach – perspektíva globálneho marketingu. Časť II.

Táto systematická štúdia skúma dostupnosť online magisterských programov na Filipínach z pohľadu globálneho marketingu. Napriek rastúcej prítomnosti digitálneho vzdelávania v medzinárodnom vysokoškolskom vzdelávaní zostávajú významné medzery v pochopení výziev dostupnosti tohto vzdelávania v rozvojových ekonomikách. Pomocou štruktúrovanej analýzy 40 ťažko dostupných recenzovaných článkov (2015-2023) táto štúdia hodnotí päť kľúčových faktorov prístupnosti: technologickú infraštruktúru, cenovú dostupnosť, reputáciu inštitúcie, kultúrnu relevantnosť a marketingové stratégie. Výskum integruje model prijatia technológie, difúzie inovácií a oblasť skúmania komunity, aby vyvinul multidimenzionálne porozumenie prekážkam v oblasti dostupnosti vzdelania. Zistenia odhaľujú pretrvávajúce digitálne rozdiely, predovšetkým v oblastiach mimo mesta (kde pripojenie na internet dosahuje iba 30-45% úrovne miest). Zistenia ukazujú, ako môžu cieľené marketingové stratégie tieto prekážky prekonať. Pandémia COVID-19 urýchlila digitálnu transformáciu a zároveň odhalila obmedzenia infraštruktúry a medzery v pripravenosti. Tento výskum prispieva k viacrozmernému rámcu dostupnosti, ktorý integruje technologické, ekonomické, kultúrne a marketingové dimenzie, ako aj poskytuje praktické poznatky pre vysoké školy, tvorcov politik a globálne vzdelávaných marketérov, ktorí sa snažia zlepšiť dostupnosť digitálneho vzdelávania v rozvojových ekonomikách ako sú Filipíny.

Kontakt na autorov | Address ——— Prof. Nelson B. Guillen Jr., MSM, CDMA, CMP, De La Salle University Manila, Department of Marketing and Advertising, 2401 Taft Ave, Malate, Manila, Philippines, e-mail: nelson.guilen@dlsu.edu.ph

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THE IMPACT OF EMOTIONAL ATTACHMENT ON BRAND LOYALTY: A CASE STUDY OF ALGERIAN CONSUMERS

This research delves into the influence of emotional attachment on consumer behavior, focusing on its impact on satisfaction and loyalty within the context of brand relationships. This study investigates the role of emotional attachment in fostering lasting consumer relationships, focusing on its impact on satisfaction and loyalty within the context of a well-known Algerian brand, BIMO. A survey-based quantitative analysis reveals that emotional attachment not only directly enhances satisfaction but also serves as a robust predictor of loyalty. Mediation analysis demonstrates that satisfaction strengthens the pathway from emotional attachment to loyalty, underscoring the importance of creating emotionally resonant brand experiences. These findings underscore emotional attachment as a crucial factor in building enduring consumer-brand relationships, offering strategic insights for brands to foster deep loyalty and advocacy through emotionally engaging branding practices.

1 Introduction — Emotional attachment goes beyond liking a product; it creates a strong connection and loyalty to a brand, impacting consumer behavior and advocacy. Emotional attachment resembles relationships with people, with consumers viewing brands as integral to their identity. Scholars describe this attachment as a bond encompassing affection, passion, and a sense of connection, elevating the brand from a product to a part of the consumer's identity. This study explores factors driving emotional attachment, specifically brand personality, love, and overall experience, aiming to help businesses create lasting consumer bonds.

2 Literature review — 2.1 Emotional attachment — Emotional attachment in consumer behavior refers to a strong, positive bond that goes beyond basic satisfaction with a product or service, reflecting a deeper, more personal connection between the consumer and the brand. Thomson, MacInnis, and Park (2005) define this attachment as an emotional bond characterized by affection, connection, and passion, linking both cognitive and emotional dimensions. Similarly, Park et al. (2006) describe brand attachment as the strength of the cognitive and emotional bond that ties a brand to the consumer's sense of self. Schmalz and Orth (2012) add that emotional attachment involves the extent to which a brand is perceived as self-referential and self-defining, reinforcing its role in identity formation. Expanding on these views, Patel et al. (2024) highlight the emotional depth of the relationship, under-

scoring how deeply embedded some brands can become in consumers' personal and emotional lives.

Cognitive and emotional bonds between a brand and the self result in two main effects: thoughts and feelings about the brand become easily accessible, and the brand gains relevance to the individual's identity, affecting their attention and cognitive resources (Park et al. 2006).

Emotional attachment has also been conceptualized as a cognitive-affective bond that influences behavioral outcomes beyond traditional branding contexts, such as pro-environmental consumption (Wengler et al. 2024).

Psychological theories, particularly Attachment Theory by John Bowlby, explain emotional attachment formation, suggesting that early caregiver bonds shape later relationships. In consumer behavior, this theory implies that consumers seek security from brands, similar to caregiver bonds. Brands offering positive experiences, reliable products, and responsive service can foster dependability, encouraging emotional attachment. While attachment to people and objects differs, their core properties and behavioral effects remain similar (Bowlby 1979; Thomson et al. 2005; Ghorbanzadeh and Rahehagh 2021; Park et al. 2006).

Park et al. (2006) proposed that brand attachment ranges from low levels, where consumer choices are objective and evaluative. As attachment strengthens, consumers demonstrate brand preference and become willing to sacrifice personal resources, such as time and money, to maintain the brand relationship. This loyalty results in resistance to alternatives and price insensitivity, with consumers willing to pay a premium or delay purchases if their preferred brand is unavailable (Van Lange et al. 1997; Park et al. 2006).

Brand love is a strong emotional attachment marked by intense positive feelings and affection for a brand. Carroll and Ahuvia (2006) define it as „the degree of passionate emotional attachment that a person has for a particular trade name“ (Albert et al. 2008). It reflects passion, commitment, and loyalty, aligning with consumers' self-identity and desired self-image (Fournier 1998). Brand love develops through consistent positive experiences, shared values, and effective emotional branding strategies – such as storytelling and experiential marketing – that evoke emotions and create lasting connections with the brand (Albert, Merunka and Valette-Florence 2008).

Consumers express brand affinity through passion, emotional connections, and positive responses (Albert et al. 2008), leading to strong commitment and repurchase behaviors (Grisaffe and Nguyen 2011).

While interrelated, brand attachment, brand love, and brand loyalty are conceptually distinct. Brand attachment reflects an emotional bond rooted in identity and psychological closeness (Park et al. 2010). Brand love involves deeper emotions like passion and idealization (Carroll and Ahuvia 2006; Albert et al. 2008), while brand loyalty refers to consistent purchase behavior driven by both emotional and evaluative factors (Oliver 1999; Dick and Basu 1994).

2.1.1 Antecedents of emotional attachment — The primary antecedents of emotional attachment include brand-self congruence, brand personality, self-brand connection, consumer experience, consumer engagement, nostalgia, satisfaction, brand trust, brand image, and perceived value.

Brand-self congruence occurs when a brand aligns with a consumer's self-concept, enhancing emotional attachment and self-esteem (Sirgy 1982; Malär et al. 2011). Brand personality, defined as the human characteristics associated with a brand (Aaker 1997), fosters emotional connections when it resonates with a consumer's self-image or aspirations (Freling and Forbes 2005).

Self-brand connection is the extent to which consumers integrate a brand into their identity (Escalas and Bettman 2003). Brands that effectively communicate their values can become central to a consumer's self-concept, strengthening emotional bonds.

Consumer experience includes all interactions with a brand (Schmitt 1999). Positive experiences, such as excellent service and quality products, are vital for forming emotional attachments and enhancing perceptions of the brand (Brakus, Schmitt and Zarantonello 2009).

Consumer engagement reflects the level of involvement with a brand (Brodie et al. 2011). High engagement through community participation and social media fosters emotional attachment by creating a sense of belonging and investment in the brand (Hollebeek 2011).

Nostalgia is a sentimental longing for the past, often associated with personal memories and emotions (Holbrook and Schindler 2003). Brands that evoke nostalgic feelings can enhance emotional attachments by tapping into positive memories and providing comfort (Merchant and Rose 2013).

Satisfaction is the degree to which a product meets or exceeds consumer expectations (Oliver 1999). High satisfaction levels lead to positive feelings toward the brand, fostering trust and deeper emotional bonds over time (Gómez, Arranz and Cillán 2006).

Brand trust is the confidence consumers have in a brand's reliability and integrity (Chaudhuri and Holbrook 2001). It is crucial for emotional attachment, as it offers security. Brands that consistently demonstrate quality and transparency can build strong emotional connections (Delgado-Ballester 2004).

Brand image is the overall consumer perception of a brand (Keller 1993). A positive image aligns with consumer expectations and enhances emotional attachment, making the brand more appealing and trustworthy (Aaker 1996).

Perceived value is the consumer's assessment of the benefits and costs of a brand (Zeithaml 1988). High perceived value enhances emotional attachment by providing significant benefits, whether functional, emotional, or social. Brands offering superior quality, competitive pricing, or emotional satisfaction foster deeper bonds and lasting attachments (Sweeney and Soutar 2001).

2.2 Satisfaction — Satisfaction is a fundamental concept in marketing and consumer behavior, referring to the degree to which a product or service meets or exceeds the consumer's expectations (Oliver 1999). It is a post-purchase evaluative judgment that plays a crucial role in determining future repurchase behavior and loyalty as well as the overall success of a brand. Understanding that mere satisfaction is insufficient for lasting consumer relationships, marketers recognize that satisfaction encompasses the entire buying process, from expectations to post-purchase evaluations (Ghorbanzadeh 2021).

Multiple key theories and models help clarify the connection between consumer behavior and satisfaction. Expectation-disconfirmation theory, for example, posits that satisfaction is influenced by the gap between expectations and actual perfor-

mance (Oliver 1980). Equity Theory focuses on perceived fairness, where consumers feel satisfied when they receive fair value (Bolton and Lemon 1999). Attribution Theory examines how consumers interpret the reasons for a product's performance, affecting their satisfaction levels (Weiner 2000). Moreover, emotional responses significantly shape satisfaction, with positive emotions, such as joy and excitement, enhancing it and negative emotions, such as frustration and disappointment, diminishing it (Westbrook 1987).

Satisfied consumers are more likely to exhibit loyalty, share positive word-of-mouth, and tolerate minor service failures. In contrast, dissatisfaction can result in negative behaviors like switching brands or filing complaints. Satisfaction acts as a precursor to emotional attachment; those with strong emotional ties to a brand are more likely to be satisfied (Thomson et al. 2005). Furthermore, satisfaction enhances brand trust, which is vital for emotional attachment, as consistent satisfaction fosters reliability and integrity (Chaudhuri and Holbrook 2001).

In digital marketing environments, satisfaction has also been tied to performance metrics such as engagement and conversion, indicating its strategic role in optimizing brand experiences (Kočišová and Štarchoň 2023).

The interplay between satisfaction and emotional attachment creates a positive feedback loop, with each enhancing the other (Dick and Basu 1994). Another important impact of satisfaction on consumers is the reduction of cognitive dissonance, the psychological discomfort experienced when there is a discrepancy between expectations and reality.

Literature points out three perspectives on their relationship: first, that brand attachment predicts consumer satisfaction; second, that satisfaction leads to brand attachment; and third, that emotional attachment mediates the relationship between satisfaction and outcomes like loyalty (Ghorbanzadeh 2021; Guru et al. 2024).

The first perspective suggests that strong emotional bonds lead to positive evaluative judgments, minimizing cognitive dissonance (Thomson et al. 2005). Conversely, the second perspective posits that repeated positive experiences result in emotional attachment, emphasizing the importance of satisfaction in solidifying the consumer-brand relationship (Oliver 1999).

While empirical research supports these perspectives, gaps remain, particularly regarding generalizability across contexts, the dynamic nature of satisfaction and emotional attachment, the impact of digital and social media, and limited empirical validation of emotional attachment as a mediator (Park et al. 2006).

2.3 Loyalty — Loyalty is a critical concept in marketing, characterized by a consumer's commitment to repurchase or continue using a brand's products or services consistently over time. Loyalty extends further than just buying the same product repeatedly; it involves a strong inclination toward a brand that typically leads to supporting and rejecting competitor options (Dick and Basu 1994).

Loyalty can be classified into two major dimensions; attitudinal loyalty, which refers to the extent to which a consumer is committed to a brand encompassing the affective, cognitive, and conative aspects, and behavioral loyalty, which is the willingness to repurchase a brand (Oliver 1999; Ghorbanzadeh 2021). Recent research in the Algerian market confirms that fostering loyalty - whether attitudinal or behav-

ioral – requires targeted relationship strategies, particularly in dynamic marketing contexts (El Mokretar and Adman 2023).

The Cognitive-Affective-Conative Model suggests that loyalty develops in stages. It begins with cognitive loyalty based on rational evaluations of brand attributes, progresses to affective loyalty characterized by emotional attachment, and culminates in conative loyalty, which is a strong commitment to repurchase (Oliver 2014). Relationship Marketing Theory emphasizes that loyalty is cultivated through strong brand-consumer relationships, driven by trust, commitment, and satisfaction (Morgan and Hunt 1994). Similarly, Social Exchange Theory suggests that loyalty arises from positive exchanges, where consumers perceive high value from the brand (Blau 1964).

Moreover, loyalty in consumer behavior is influenced by various factors, including satisfaction, perceived value, trust, and emotional attachment. Consumers who feel satisfied and perceive high value are more likely to remain loyal, and emotional bonds strengthen this loyalty (Oliver 1999). Loyalty involves a deep psychological commitment characterized by intense emotions, such as love and admiration (Grisaffe and Nguyen 2011). Furthermore, Oliver (1999) defines brand loyalty as a strong commitment to repurchase consistently, even amidst influences encouraging switching (Lam and Shankar 2014). He also describes four loyalty phases – cognitive, affective, conative, and action – developing in sequence (Sarkar 2014; Ghorbanzadeh 2021).

Literature has distinguished between brand love and brand loyalty. Brand love involves a strong emotional bond between the brand and the customer, whereas brand loyalty centers on the customer’s consistent buying of a brand over a period of time (Guru et al. 2024). To encourage attachment-based repurchase, marketers must define emotional brand attachment, identify its underlying causes, and determine controllable antecedents influencing it (Grisaffe and Nguyen 2011).

The relationship between loyalty and emotional attachment is deep and complex. Emotional attachment strengthens loyalty by fostering a strong bond that deepens the consumer’s commitment to the brand, transcending mere transactions. This bond resonates with the consumer’s self-concept and life experiences, making them less likely to switch to competitors, even when alternatives are appealing (Thomson et al. 2005).

Consumers with strong emotional attachment are more inclined to advocate for the brand, recommending it and defending it against criticism (Fournier 1998). This attachment creates lasting loyalty, ensuring stability in changing markets (Park et al. 2006). Additionally, it enhances the overall brand experience, integrating the brand into the consumer’s identity and daily life, thus increasing both functional benefits and emotional significance (Schmitt 2012).

3 Conceptual framework — The conceptual framework aims to provide a comprehensive understanding of how satisfaction influences emotional attachment and subsequently drives consumer loyalty.

At its core is emotional attachment, defined as the bond consumers develop with a brand, characterized by feelings of affection, trust, and identification (Thomson et al. 2005). This attachment stems from the brand’s ability to align with consumers’ values, aspirations, and self-concept (Fournier 1998). Brands that create positive ex-

periences and evoke strong emotions are likely to foster deeper emotional connections (Aaker et al. 2004).

| *H1: Consumers who report higher levels of emotional attachment to a brand will also report higher levels of satisfaction with that brand’s products or services.*

Conversely, satisfaction acts as an antecedent to emotional attachment, emphasizing the dynamic nature of consumer-brand interactions. Satisfaction, which reflects the fulfillment of consumer expectations (Oliver 1999), strengthens emotional bonds, thereby deepening attachment.

| *H2: Higher levels of consumer satisfaction with a brand’s products or services will lead to stronger emotional attachment to the brand.*

Satisfaction mediates the relationship between emotional attachment and loyalty. It demonstrates how effectively a brand meets consumer needs (Oliver 1980). High satisfaction levels lead to positive attitudes and stronger emotional connections (Westbrook 1987).

| *H3: Higher levels of satisfaction with a brand’s products or services lead to increased consumer loyalty.*

Loyalty, the ultimate outcome of emotional attachment and satisfaction, includes behavioral loyalty (repeat purchases) and attitudinal loyalty (strong brand commitment) (Dick and Basu 1994). Consumers who feel emotionally attached and satisfied are more likely to exhibit loyalty behaviors, reinforcing the consumer-brand relationship and fostering long-term profitability (Morgan and Hunt 1994).

| *H4: Emotional attachment to a brand positively influences consumer loyalty.*

Satisfaction is closely linked to emotional attachment and loyalty, serving as a mediator between them. High levels of emotional attachment increase satisfaction, which enhances loyalty behaviors (Japutra et al. 2014). Additionally, satisfaction mediates the relationship between brand attributes and emotional attachment, demonstrating how positive brand experiences foster emotional bonds and loyalty (Park et al. 2006).

| *H5: Satisfaction with a brand’s products or services mediates the relationship between emotional attachment and consumer loyalty behaviors.*

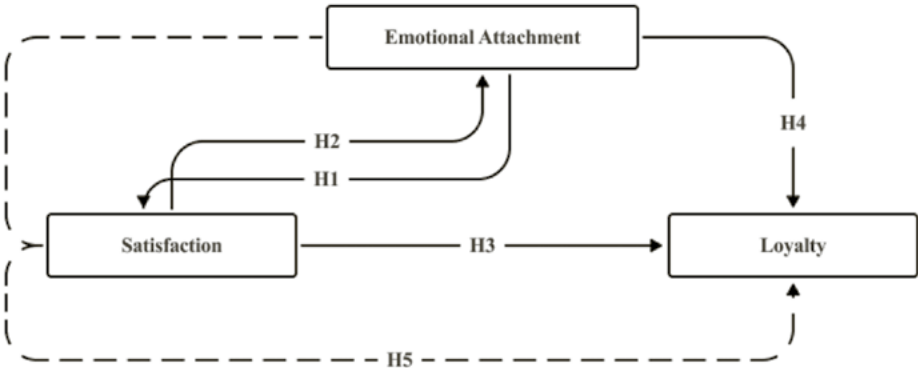


FIGURE 1: THE CONCEPTUAL FRAMEWORK
SOURCE: AUTHORS

4 Methodology — The primary objective of this study is to examine how emotional attachment influences consumer satisfaction and loyalty within the context of an Algerian brand (BIMO). Specifically, the study tests whether satisfaction mediates the relationship between emotional attachment and loyalty.

This study adopted a quantitative, survey-based research design to assess the causal relationships between emotional attachment, satisfaction, and loyalty. A cross-sectional approach was used to gather data from participants at a single point in time.

A non-probability convenience sampling technique was employed for its practicality in quickly reaching a wide range of Algerian consumers quickly. While this method may limit generalizability, it is considered suitable for exploratory research in emerging markets like Algeria.

Before full deployment, the survey instrument was pre-tested on a small pilot sample of 18 participants to ensure clarity, language appropriateness, and contextual relevance within the Algerian consumer market. Minor wording adjustments were made to enhance comprehension, particularly for translated items in the Arabic and French versions. To assess internal consistency, Cronbach's alpha coefficients were calculated for each construct. All scales demonstrated acceptable reliability, with values exceeding the commonly accepted threshold of 0.70.

A total of 205 valid responses were collected. The sample size aligns with empirical social science norms and exceeds the minimum requirement for regression and mediation analysis (rule of thumb: 10 – 15 participants per predictor).

Data was collected primarily via an online questionnaire distributed through social media platforms like Instagram, Facebook, and LinkedIn. The questionnaire included validated scales from existing literature and was distributed in English, French, and Arabic to ensure better comprehension among Algerian consumers. Participation was voluntary and anonymous. No identifying personal data was collected. Respondents were informed about the study's academic purpose and gave implicit consent by submitting the survey.

The collected data was analyzed using IBM SPSS Statistics version 26 along with the PROCESS macro developed by Hayes (2022) to test both direct and mediating relationships among the variables. Simple linear regression analyses were conducted to test the direct effects between emotional attachment, satisfaction, and loyalty, corresponding to Hypotheses H1 to H4. To examine the mediating role of satisfaction in the relationship between emotional attachment and loyalty (Hypothesis H5), a mediation analysis was performed using Model 4 of the PROCESS macro. The analysis employed 5,000 bootstrap resamples and bias-corrected 95% confidence intervals to assess the significance of the indirect effect.

Statistical significance was set at $p < 0.05$. The interpretation of results was based on R^2 values, standardized beta coefficients (β), F-statistics, and p-values. This analytic framework provides a rigorous means of validating the hypothesized model by evaluating both direct and indirect pathways between the core constructs.

BIMO, a leading Algerian brand known for its confectionery products, serves as the case study due to its strong market presence and ability to create emotional connections with consumers. This focus aims to shed light on how emotional attachment influences consumer satisfaction and loyalty.

5 Data analysis and results — The collected data was analyzed to test the study's hypotheses regarding the relationships between emotional attachment, satisfaction, and loyalty. Regression and mediation analyses examined the strength and significance of these relationships, particularly how emotional attachment influences consumer satisfaction and how both constructs contribute to consumer loyalty.

5.1 Hypotheses 1 and 2: Emotional attachment and satisfaction — Simple linear regression tested the relationship between emotional attachment and consumer satisfaction. Hypothesis 1 posited that higher emotional attachment corresponds with higher satisfaction, while Hypothesis 2 proposed that greater satisfaction strengthens emotional attachment. The regression results show a strong and statistically significant relationship ($R = 0.774$, $R^2 = 0.599$, $F(1, 204) = 305.288$, $p < 0.05$), indicating that emotional attachment explains nearly 60% of the variance in satisfaction. The standardized coefficient $\beta = 0.774$ highlights the robust link between these variables. Findings support a strong relationship between emotional attachment and satisfaction, suggesting mutual reinforcement between the two constructs.

5.2 Hypothesis 3: Satisfaction and loyalty — Hypothesis 3 examined whether consumer satisfaction significantly predicts loyalty. A simple linear regression was conducted with satisfaction as the independent variable and loyalty as the dependent variable. The model demonstrated a strong and statistically significant relationship between the two constructs ($R^2 = 0.711$, $F(1, 204) = 502.605$, $p < 0.05$), with satisfaction explaining 71.1% of the variance in loyalty. The standardized coefficient was $\beta = 0.843$ reflecting the strong positive effect, confirming that satisfaction is crucial for loyalty, reinforcing the importance of maintaining high satisfaction levels to secure consumer commitment. This aligns with established marketing literature suggesting that positive post-purchase evaluations lead to stronger consumer commitment and repeated purchasing behavior.

5.3 Hypothesis 4: Emotional attachment and loyalty — Another simple regression tested if emotional attachment positively impacts consumer loyalty. Findings revealed significant model utility ($F(1, 204) = 646.964$, $p < 0.05$) with an adjusted R^2 of 0.760, showing that emotional attachment explains 76% of loyalty variance. The standardized regression coefficient was $\beta = 0.872$ ($p < 0.05$) confirming that deep emotional connections to a brand, exemplified by BIMO, foster consumer loyalty. The strength of this relationship underscores the importance of emotional engagement in branding, as it contributes not only to attitudinal loyalty but also to sustained consumer behavior over time.

Hy-pothe-sis	Inde-pendent variable	Depen-dent variable	R	R²	Adj. R²	β (stan-dardi-zed)	B (un-stan-dardi-zed)	SE (B)	F-sta-tistic	p-va-lue
H1	Emotio-nal at-tachment	Satisfac-tion	0.774	0.599	0.597	0.774	69.452	3.975	305.288	<0.05
H2	Satisfac-tion	Emotio-nal at-tachment	0.774	0.599	0.597	0.774	0.863	0.049	305.288	<0.05
H3	Satisfac-tion	Loyalty	0.843	0.711	0.710	0.843	0.009	0.000	502.605	<0.05
H4	Emotio-nal at-tachment	Loyalty	0.872	0.760	0.759	0.872	0.840	0.033	646.964	<0.05

TABLE 1: REGRESSION SUMMARY TABLE (H1 – H4)
SOURCE: AUTHORS, FROM SPSS VER. 26

5.4 Hypothesis 5: Emotional attachment, satisfaction and loyalty — To evaluate Hypothesis 5, a mediation analysis was conducted using PROCESS Macro Model 4 (Hayes 2022) to assess whether satisfaction mediates the relationship between emotional attachment (independent variable) and loyalty (dependent variable). The analysis was based on 5,000 bootstrap resamples and a 95% confidence interval, consistent with robust mediation testing standards.

Results indicated that emotional attachment was positively associated with satisfaction ($a=0.6945$), and satisfaction, in turn, was significantly associated with loyalty ($b=0.4514$). The indirect effect of emotional attachment on loyalty through satisfaction was $ab=0.3135$, with a 95% bootstrap confidence interval ranging from 0.2146 to 0.4220. As the interval does not contain zero, this supports a statistically significant mediation effect. These findings suggest that satisfaction plays a mediating role in the relationship between emotional attachment and loyalty, amplifying the overall effect of emotional attachment when consumers report high satisfaction.

Results of Mediation Analysis										
		M (Satisfaction)				Y (Loyalty)				
Antecedents		B	SE	p	β		B	SE	p	β
X (Emotional Attachment)	a	.6945	.0397	.0000	.7742	c'	.5268	.0439	.0000	.5466
M (Satisfaction)		-	-	-	-	b	.4514	.0490	.0000	.4202
		R²=.5994				R²=.8310				
		F(1, 204)=305.2882, p<.001				F(2, 203)=499.0381, p<.001				

TABLE 2: RESULTS OF MEDIATION ANALYSIS
SOURCE: AUTHORS, FROM SPSS VER. 26



FIGURE 2: THE MEDIATION MODEL
SOURCE: AUTHORS

6 Conclusiony — This study highlights the significance of emotional attachment in shaping consumer perceptions and behaviors toward brands. It explored the factors influencing emotional attachment, including brand-self congruence, brand personality, consumer experience, and perceived value (Sirgy 1982; Aaker 1997; Escalas and Bettman 2003; Schmitt 1999; Holbrook and Schindler 2003; Oliver 1999; Chaudhuri and Holbrook 2001; Keller 1993; Zeithaml 1988), which foster deep emotional bonds that drive loyalty and advocacy (Thomson, MacInnis and Park 2005; Park et al. 2006).

Data analysis confirmed that higher emotional attachment correlates with greater satisfaction and that satisfaction predicts consumer loyalty, accounting for 71.1% of the variance (Oliver 1999). Emotional attachment was also a strong predictor of loyalty (Thomson et al. 2005). Moreover, satisfaction mediates the relationship between emotional attachment and loyalty, indicating that satisfied consumers are more likely to remain loyal (Japutra et al. 2014).

7 Research limitations & directions for future researchy — Despite valuable insights, this study has limitations. Firstly, the use of convenience sampling restricts the generalizability of the findings; future research should employ random sampling for better representativeness. Secondly, the cross-sectional design captures data at a single point in time, whereas longitudinal studies could offer deeper insights into the evolution of emotional attachment and loyalty (Park et al. 2006). Lastly, focusing on a single brand, BIMO, may limit the applicability of results; future studies should explore multiple brands across various sectors to validate the findings.

Future studies could explore several key areas based on these findings. First, longitudinal research is essential for understanding how emotional attachment, satisfaction, and loyalty evolve over time. Second, examining a broader range of brands and industries would enhance the generalizability of results beyond BIMO and identify industry-specific factors (Schmalz and Orth 2012).

Third, investigating the influence of digital and social media on consumer-brand interactions is crucial, as these platforms significantly shape emotional bonds. Lastly, considering cultural contexts can reveal how cultural differences impact consumer behavior and brand attachment (Ghorbanzadeh and Rahehagh 2021).

In conclusion, this study emphasizes the importance of emotional attachment in driving consumer satisfaction and loyalty. Understanding the factors that foster these bonds can help brands strengthen relationships and build long-term loyalty.

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Klíčové slová | Key Words ——— emotional attachment, consumer loyalty, satisfaction, brand attachment, BIMO | *emocionálna náklonnosť, lojalita spotrebiteľov, spokojnosť, náklonnosť k značke, BIMO*

JEL klasifikácia | JEL Classification ——— M31

Résumé ——— *Vplyv emocionálnej väzby na vernosť značke: Prípadová štúdia alžírskych spotrebiteľov*
Tento výskum sa zaoberá vplyvom citovej väzby na správanie spotrebiteľov, pričom sa zameriava na jej vplyv na spokojnosť a lo-jalitu v kontexte vzťahov so značkami. Táto štúdia skúma úlohu citovej väzby pri podpore trvalých vzťahov so spotrebiteľmi, pri-čom sa zameriava na jej vplyv na spokojnosť a lojalitu v kontexte známej alžírскеj značky BIMO. Kvantitatívna analýza založe-ná na prieskume odhalila, že citová väzba nielen priamo zvyšuje spokojnosť, ale slúži aj ako spoľahlivý prediktor lojality. Analýza sprostredkovania ukazuje, že spokojnosť posilňuje cestu od citovej väzby k lojalite, čo zdôrazňuje dôležitosť vytvárania emocio-nálne rezonujúcich skúseností so značkou. Tieto zistenia zdôrazňujú emocionálnu väzbu ako kľúčový faktor pri budovaní trvalých vzťahov medzi spotrebiteľom a značkou a ponúkajú strategické poznatky pre značky, ktoré majú podporiť hlbokú lojalitu a obha-jobu prostredníctvom emocionálne angažovaných postupov pri budovaní značky.

Kontakt na autorov | Address ——— Zohra Nourhane Chebab, École supérieure de commerce (ESC), University hub, Kolea, Tipaza, Algeria, e-mail: z_chebab@esc-alger.dz
Yahia Boukerch, École supérieure de commerce (ESC), University hub, Kolea, Tipaza, Algeria, e-mail: y_boukerch@esc-alger.dz

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STRATEGICKÝ MARKETING A TALENT MANAŽMENT V PODPORE REINTEGRÁCIE ŽIEN PO RODIČOVskej DOVOLENKE

Príspevok sa zameriava na talent manažment ako súčasť strategického marketin-gu v organizáciách poskytujúcich sociálne služby na Slovensku. Na základe kvantita-tívneho výskumu realizovaného medzi 236 respondentmi z rôznych organizácií bola analyzovaná miera implementácie talent manažmentu a jeho význam pre podporu za-mestnancov, najmä žien vracajúcich sa do práce po materskej a rodičovskej dovolen-ke. Výskum využil dotazník zameraný na prax v oblasti riadenia ľudských zdrojov a internej komunikácie. Na spracovanie údajov boli aplikované frekvenčné analýzy, in-tervaly spoľahlivosti a binomické testy. Výsledky poukazujú na nízku úroveň syste-matickej aplikácie talent manažmentu, napriek jeho potenciálu zlepšiť lojalitu, znížiť fluktuáciu a posilniť atraktivitu organizácie ako zamestnávateľa. Príspevok zdôraz-ňuje potrebu integrácie talent manažmentu do celkovej stratégie riadenia ľudských zdrojov a strategického marketingu so zreteľom na rovnosť príležitostí. Okrem teore-tických implikácií prispieva štúdia k praktickým odporúčaniam pre organizácie, kto-ré chcú zlepšiť podporu zamestnancov, stabilitu pracovného kolektívu a posilniť svoju značku zamestnávateľa. Výsledky zároveň podčiarkujú dôležitosť strategického prí-stupu k riadeniu ľudských zdrojov a marketingu v sektore sociálnych služieb pre za-bezpečenie kvality a kontinuity poskytovaných služieb.

1 Úvod ——— Každá výmena zamestnanca pre organizáciu znamená nemalé finanč-né náklady, ktoré sa od výberového konania až po zapracovanie pohybujú rádovo v stovkách eur. Lojálny a stabilný pracovník sa tak stáva vysoko hodnotným aktí-vom. V sektore sociálnych služieb tento jav nadobúda mimoriadny význam, nakoľko práca v ňom má vysoko interpersonálny charakter, v dôsledku čoho si vyžaduje kvali-fikovaných a angažovaných zamestnancov, ktorí sú pripravení čeliť variabilným vý-zvam praxe.

Prioritou pri zabezpečení stability tímu sa tak stáva aj podpora žien, ktoré sa po materskej a rodičovskej dovolenke vracajú späť do zamestnania. Práve ony predsta-vujú skúsený a cenný personál, ktorý disponuje vedomosťami o chode a potrebách organizácie, o potrebách klientov a o procesoch, v dôsledku čoho sú pre organizáciu nenahraditeľné. Organizácie tak stoja pred úlohou, vytvoriť také pracovné podmien-ky, ktoré im umožnia plynulý návrat do pracovného života, a zároveň posilnia ich lo-jalitu, motiváciu a celkové pracovné nasadenie. Úspešnosť tohto procesu má totiž priamy vplyv na stabilitu pracovného kolektívu, kvalitu poskytovaných sociálnych služieb aj atraktivitu organizácie ako zamestnávateľa.

Účinným riešením, ako tento stav zlepšiť, je aplikácia talent manažmentu, ktorý v sebe zahŕňa systematické priťahovanie, identifikovanie, rozvoj a udržanie zamestnancov (Ali Taha a Sirková 2012, s. 18), a ponúka tak efektívny rámec na podporu zamestnankýň pri ich reintegrácii, a zároveň prispieva k budovaniu silnej značky zamestnávateľa. Jeho úspešná realizácia a adresná komunikácia so zamestnancami v sebe nesú aj marketingový rozmer – vytvára dobré meno organizácie, priťahuje kvalitných pracovníkov, zvyšuje atraktivitu zamestnávateľa a posilňuje jeho postavenie v očiach širokej ale aj odbornej verejnosti. Vnímame, že podpora zamestnankýň pri návrate do zamestnania nielen personálnou záležitosťou, ale stáva sa dôležitým prvkom strategického marketingu organizácie.

Predkladaná štúdia má za cieľ preskúmať úlohu talent manažmentu ako súčasť strategického marketingu v sociálnych službách a jeho vplyv na podporu reintegrácie žien po materskej dovolenke.

2 Teoretické východiská — Rozvoj zamestnancov je rozhodujúcim faktorom úspechu každej organizácie či inštitúcie. Tento proces môže byť systematicky riadený prostredníctvom stratégie talent manažmentu, ktorá vo svojej podstate podporuje tak profesionálny rast jednotlivca, ako aj posilnenie celkovej výkonnosti a konkurencieschopnosti zamestnávateľa.

Už v roku 1997 poradenská firma McKinsey & Company (McDonnel et al. 2017) v rámci svojej publikovanej štúdie predpokladá, že medzi najúspešnejšie organizácie budú patriť práve tie, ktoré si ako strategickú prioritu určia prilákanie, rozvoj a udržanie kľúčových zamestnancov. Podobné uvažovanie prezentuje Egerová et al. (2013), ktorá akcentuje, že nejde o revolučnú novinku posledných rokov, ale o systematickú činnosť, ktorá sa vo svete rozvíja už od 80. rokov 20. storočia. V súčasnosti preto disponujeme množstvom jeho definícií, napr. Lukáč (2012, s. 3) ho definuje ako „súhrn aktivít, nástrojov a procesov, smerujúcich k identifikácii, motivácii, stabilizácii a rozvoju talentov organizácie a inštitúcie, a zabezpečeniu využitia ich potenciálu s cieľom efektívne vykonávať úlohy v súlade s budúcimi potrebami a trendmi“. Sojka (2013) na základe charakteristiky Chartered Institute of Personnel and Development vysvetľuje tento proces ako „systematické prilákanie, identifikovanie, rozvoj, angažovanie, umiestňovanie a udržanie jednotlivcov s vysokým potenciálom, ktorí vytvárajú významnú hodnotu pre organizáciu“. Pre potreby našej práce považujeme za najvhodnejšiu charakteristiku od autorov Cannona a McGee (Horváthová et al. 2014), ktorí ho vnímajú predovšetkým ako riadenie zamerané na identifikáciu, vedenie a rozvoj zamestnancov organizácie, a to tak s ohľadom na ich súčasné, ako aj budúce potreby. Medzi jeho integrálne súčasti radí:

- | vypracovanie stratégie na identifikáciu skutočností, čo organizácia potrebuje na splnenie a maximalizáciu požiadaviek podnikateľského plánu nielen v súčasnosti, ale aj v budúcnosti,
- | konfigurácia procesov na meranie požadovaných a dostupných spôsobilostí,
- | konfigurácia škály vývojových nástrojov a procesov s cieľom zohľadniť individuálne potreby zamestnancov,
- | identifikovanie efektívnych prístupov, pomocou ktorých si organizácia udrží kľúčových pracovníkov, a podporí tak svoj celkový úspech a konkurencieschopnosť,
- | tvorba flexibilných prístupov na vedenie rokovaní so zamestnancami, ktorých výkon nezodpovedá nastaveným štandardom organizácie,

- | a hodnotenie vplyvu uplatňovaných stratégií v organizácii s cieľom ich úpravy a aktualizácie, aby aj naďalej podporovali vysokú výkonnosť v súčasnosti aj v budúcnosti.

Medzi jeho hlavné prínosy podľa Horváthovej (2010) patrí napr. to, že zamestnanci v oveľa väčšej miere prispievajú k napĺňaniu stratégií a cieľov organizácie, zníženie nákladov, ktoré súvisia s fluktuáciou a náborom nových pracovníkov, organizácia získava status vyhľadávaného a atraktívneho zamestnávateľa či dochádza k efektívnemu plánovaniu nástupníctva a obsadzovaniu kľúčových pozícií. Analytické prístupy podobného charakteru prezentujú aj Egerová et al. (2013), ktorí zdôrazňujú význam odborného rozvoja talentov pre riešenie komplexných úloh a identifikáciu ich silných stránok. Efektívne využívanie talentového potenciálu je pritom nevyhnutné pre dosahovanie strategických cieľov organizácie. Zároveň tento proces vytvára fundament pre systematickú starostlivosť o pracovníkov a implementáciu spravodlivých motivačných a odmeňovacích mechanizmov.

Sme presvedčení, že ide o stratégiu, pri ktorej prevažujú pozitívne aspekty nad negatívnymi, avšak, ich zohľadnenie je nevyhnutné v rámci jej aplikácie. Medzi identifikované obmedzenia patrí podľa Cannona a McGeeho (Savov 2019) napríklad izolácia talentov, nadmerná snaha o sebareklamu, prehliadanie talentov, ktoré nedokážu adekvátne prezentovať svoje schopnosti, ako aj nedostatok relevantných informácií o talentoch, čo môže viesť k neadekvátnym rozhodnutiam. K týmto zisteniam dopĺňa Kwiecień (Egerová et al. 2013) ďalšie výzvy, ako sú limitovaný počet dostupných talentov a obmedzené zdroje ich získavania, meniace sa priority organizácií, rastúci rozsah pracovných príležitostí, problémy s rovnováhou medzi pracovným a súkromným životom, netrpezlivosť súvisiaca s kariérnym rastom, intenzívna konkurencia o talenty, odmeňovanie založené na výkone, pracovné preťaženie, ako aj odludštenie pracovného prostredia v dôsledku vytvárania virtuálnych organizácií.

K fundamentálnym princípom talent manažmentu Sojka (2013) radí: zhoda všetkých realizovaných aktivít talent manažmentu v súlade s organizačnou stratégiou, zakotvenie stratégie v organizačnej kultúre, selektívny prístup organizácie voči zamestnancom, konzistencia realizovaných princípov a praktík či zainteresovanosť všetkých zamestnancov do prebiehajúcich procesov. Uzatvárajúc doterajšie úvahy, považujeme za vhodné doplniť ich o princípy Stahla, ktoré vychádzajú z jeho praktických skúseností (Egerová et al. 2013). Radí medzi nich napr. definovanie talentu v kontexte konkrétnej organizácie, integrácia stratégie talent manažmentu so stratégiou ľudských zdrojov, zabezpečenie vnútornej konzistencie a formovanie a výber pracovných tímov na základe požiadaviek talentov.

Výskumy zamerané na talent manažment systematicky potvrdzujú význam tejto oblasti pre udržanie konkurencieschopnosti a efektívnosti organizácií. Práca Fajčíkovej, Fejfarovej a Urbancovej (2016) s názvom Employee Development by Talent Management Implementation identifikuje vzťah medzi realizáciou aktivít súvisiacich s talent manažmentom a veľkosťou organizácie. Jedným zo zásadných zistení bolo, že organizácie implementujú túto stratégiu nezávisle od sektora, v ktorom pôsobia. Na druhej strane poukázali na to, že až 54.8% organizácií v Českej republike túto stratégiu nevyužíva, iba 11.5% ju zaviedlo a 46.5% ju považuje za nepotrebnú. Výskum ďalej odhaľuje rôzne ďalšie aspekty týkajúce sa aplikácie talent manažmentu v praxi. Na rozdiel od uvedeného výskumná štúdia The Towers Watson Global

Workforce Study (2012) akcentuje skutočnosť, že až 40% zamestnancov opúšťa organizácie či inštitúcie z dôvodu nedostatočných možností kariérneho rastu. V súvislosti so situáciou žien na trhu práce prinášajú zaujímavé poznatky Festing, Kornau a Schäfer (2014) vo svojej práci *Myslíte Talent – Myslíte muži?* Komparatívna analýza prípadových štúdií o začleňovaní rodu do praxe talent manažmentu v nemeckom mediálnom priemysle. Jedným z ich zistení je, že dve spoločnosti zapojené do výskumu síce deklarujú význam rodovej diverzity na vedúcich pozíciách, avšak podiel žien na rôznych úrovniach sa výrazne líši, pričom na vstupnej úrovni predstavujú ženy 40% v prvej spoločnosti a 50% v druhej, na pozíciách s disciplinárnou zodpovednosťou je to 26% a 37% a v rade riaditeľov len 0% a 33%.

Napriek rastúcemu záujmu zahraničných i domácich odborníkov o túto problematiku nás zaujalo, že sme nenašli žiadne štúdie, ktoré by sa výlučne zameriavali na oblasť sociálnej práce. Horváthová (2011, 155) v týchto kontextoch zdôrazňuje, že talent manažment sa v praxi uplatňuje v rôznych typoch organizácií a inštitúcií čím výrazne prispieva k dosahovaniu ich cieľov, maximalizácii zisku a výnosov, zvyšovaniu konkurencieschopnosti a zabezpečeniu prežitia organizácie. V prezentovaných kontextoch je dôležitým zistením z výskumu Kormanecovej (2011, s. 132) skutočnosť, že stratégia talent manažmentu na Slovensku nachádza najčastejšie uplatnenie predovšetkým v organizáciách a inštitúciách orientovaných najmä na poskytovanie služieb (4.52% respondentov), pričom len minimálne (1.74%) je jej využitie zaznamenané vo výrobných podnikoch.

Vychádzajúc z vyššie uvedeného vnímame, že talent manažment predstavuje efektívny nástroj riadenia ľudských zdrojov, ktorý môže byť neoddeliteľnou súčasťou strategického marketingu organizácie najmä v sektore sociálnych služieb. Jeho vymedzenie ponúka Kotler (Jedlička 2004, s. 21), ktorý ho chápe ako „marketingovú logiku, ktorou podnik dosahuje svoje marketingové ciele. Marketingová stratégia pozostáva z rozhodnutí o nákladoch marketingu, o marketingovom mixe a o alokácii marketingových zdrojov vo vzťahu k očakávaným environmentálnym a konkurenčným podmienkam“. Marketingovú koncepciu zhodne s Karaffovou (2016) neidentifikujeme ako autonómny fragment v organizácii, ale chápeme ju holisticky ako systém vzájomne prepojených procesov a javov, ktorého súčasťou sú základné zložky ako vzťahový marketing, integrovaný marketing, interný marketing a spoločensky zodpovedný marketing, pričom interná komunikácia predstavuje prierez všetkými oblasťami organizácie. Uvedené zložky vnímame ako nosné pre efektívne riadenie a motiváciu sociálnych pracovníkov, pretože sa pri výkone svojej profesie stávajú významným článkom – mostom, prostredníctvom ktorého je sociálna práca sprostredkovaná klientom (Ondrušová 2009, In: Lovášová 2014, s. 39).

Džupina (2017) poukazuje, že cieľom vzťahového marketingu je vytvárať pevné väzby v horizontálnej rovine. Jadrom tohto prístupu je budovanie dlhodobých, stabilných vzťahov so všetkými subjektami, ktoré nejakým spôsobom ovplyvňujú chod organizácie. Vzniknutá marketingová sieť sa tak stáva hodnotným zdrojom pre organizáciu, nakoľko posilňuje vernosť a tímovú spoluprácu medzi zamestnancami, čo je kľúčovým prvkom aj pre efektívny talent manažment. Na rozdiel od uvedeného integrovaný marketing možno zjednodušene charakterizovať ako proces vytvárania a komunikácie hodnoty prostredníctvom marketingovej koncepcie. Firemné hodnoty by pritom mali byť zrozumiteľne sprostredkované predovšetkým manažmentom a kľúčovými zamestnancami (Karaffová 2016). Zásadnou činnosťou pri internom marke-

tingu je budovanie jednotnej a široko akceptovanej podnikovej kultúry, založenej na základných hodnotách organizácie. Podniková kultúra zároveň tvorí neoddeliteľnú súčasť podnikovej identity (Džupina 2017). Spoločensky zodpovedný marketing okrem uvedeného zohľadňuje aj témy celospoločenského záujmu a zapája zamestnancov do prospešných aktivít, ako sú dobrovoľníctvo, darovanie krvi či vzdelávanie (Karaffová 2016). Vyššie prezentované skutočnosti upevňujú súlad zamestnancov s hodnotami organizácie a podporujú ich trvalý osobnostný i odborný rast, ktorý tvorí základ úspešného talent manažmentu v sociálnej práci.

V rámci strategického marketingu rozpoznávame aj orientáciu na stratégie, ktoré podporujú konkurencieschopnosť. Tú Borovský (2005, s. 9) vymedzil ako schopnosť podniku ponúkať rovnaké alebo lepšie podmienky zákazníkom. Nie všetky faktory, ktoré ovplyvňujú konkurencieschopnosť, sú objektívne a merateľné; často ide o subjektívne vnímanie zákazníkov, ktoré závisí od ich očakávaní, hodnôt či momentálnej nálady. V sociálnej práci je tento aspekt obzvlášť dôležitý, pretože spokojnosť a vnímanie kvality služieb zo strany klientov výrazne ovplyvňuje reputáciu organizácie. Konkurencieschopnosť v tejto oblasti taktiež úzko súvisí s talent manažmentom, keďže kvalifikovaní a motivovaní pracovníci sú kľúčoví pre poskytovanie kvalitných služieb a udržanie si dobrého postavenia na trhu v oblasti sociálnej práce. Záverom je dôležité poukázať na fakt, že interná komunikácia nosný marketingový nástroj, a má v sociálnej práci obzvlášť významnú úlohu. Jej cieľom je vytvoriť lojálnych, spoľahlivých, informovaných a predovšetkým motivovaných zamestnancov, ktorí sú produktívnejší a zosobňujú hodnoty firmy (Karaffová 2016). Vďaka nej je možné efektívnejšie identifikovať, rozvíjať a udržiavať talentovaných pracovníkov, čím sa zabezpečuje kontinuita a kvalita poskytovaných sociálnych služieb.

V súvislosti s problematikou talent manažmentu v sociálnych službách, aplikujúc optiku strategického manažmentu, môžeme čerpať inšpiráciu aj z prístupov udržateľného marketingu. Výskumné zistenia Smolku et al. (2021) zdôrazňujú, že preferencie klientov sa významne posúvajú smerom k produktom a službám s jasne komunikovanými environmentálnymi cieľmi a transparentným pôvodom. Svojou prácou zároveň potvrdili, že postoje k udržateľnosti sa líšia podľa generácií, pričom mladšie generácie dlhodobo uprednostňujú environmentálne zodpovedné riešenia. V závere svojho výskumu poukazujú na to, že environmentálna zodpovednosť je neoddeliteľnou súčasťou marketingovej stratégie a vníma sa aj ako konkurenčná výhoda. Prenesené do kontextu sociálnej práce to znamená, že marketingový prístup so zameraním na vnútorné procesy by mal zahŕňať prvky udržateľnosti, ako sú napríklad transparentnosť stratégií orientovaných na rozvoj ľudských zdrojov, podpora diverzity, dlhodobé rozvojové plány a rodovo citlivé politiky. Tieto opatrenia napomáhajú budovaniu dôvery medzi zamestnancami, posilňujú organizačnú kultúru a prispievajú k znižovaniu fluktuácie, čo je v tomto sektore mimoriadne dôležité. V súvislosti s udržateľnosťou uvádza Flores (2022), že v mexickom regióne Baja California sa zistilo, že hoci kultúra udržateľnosti v podnikoch ešte nie je pevne zakotvená, zamestnanci vnímajú potrebu prepojenia firemných cieľov s environmentálnymi a spoločenskými hodnotami. Udržateľný marketing v tomto kontexte zdôrazňuje potrebu merať nielen ekonomické výstupy, ale aj kvalitatívne ukazovatele – napríklad spokojnosť a angažovanosť zamestnancov, kultúru organizácie a dopad na komunitu. Tento prístup vytvára predpoklad na budovanie podnikovej kultúry, ktorá pod-

poruje dlhodobé vzťahy, lojalitu a vnútornú identifikáciu zamestnancov s poslaním organizácie – čo sú základné piliere úspešného talent manažmentu v sociálnej práci.

Implementácia talent manažmentu v sociálnej práci musí zohľadňovať nielen potreby jednotlivcov, ale aj spoločenské záujmy, a to napr. prostredníctvom marketingového prístupu. Mazurkiewicz-Pizlo a Pizlo (2016) vnímajú, že marketing by mal zohľadňovať nielen potreby jednotlivcov, ale aj záujmy širších komunít a spoločnosti ako celku. Organizácie by sa pri aplikácii tohto prístupu mali orientovať na tri kľúčové oblasti, a to implementáciu stanovených cieľov, vytváranie hodnoty pre klientov a prínos pre spoločnosť. Spektrum činností prospešných pre spoločnosť zahŕňa napríklad ochranu životného prostredia, prevenciu zdravia, podporu zdravého životného štýlu či realizáciu cieľov neziskových organizácií. Takýto prístup prispieva k stabilite pracovného kolektívu, a zároveň posilňuje atraktivitu zamestnávateľa.

Domnievame sa, že takto poňatý talent manažment v oblasti sociálnej práce môže prispieť k podpore žien, ktoré sa po materskej a rodičovskej dovolenke vracajú na trh práce. Snahu o rovnaké a spravodlivé zaobchádzanie so ženami a mužmi nevidíme len v kontexte trhu práce, ale považujeme ju za nevyhnutnú investíciu do budúcnosti celej spoločnosti. Tento proces je dlhodobý a už prináša pozitívne výsledky, avšak charakteristiky pracovných trhov v rôznych krajinách stále ukazujú, že táto téma zostáva mimoriadne aktuálna. Európsky inštitút pre rodovú rovnosť (2017) vo svojej štúdii zdôrazňuje, že ženy v Európskej únii zarábajú v priemere o 16.1% menej než muži. Ďalej upozorňuje na to, že rozdiel v miere zamestnanosti medzi mužmi a ženami v EÚ dosahuje 11.6% a tento rozdiel sa zväčšuje s rastúcim počtom detí v domácnosti. Bosá (Balogová 2012, s. 148) poukazuje na to, že nerovné postavenie mužov a žien na trhu práce, nielen na Slovensku, vyplýva z pretrvávajúcich rodových stereotypov. Jedným z najvýznamnejších je podľa autorky stereotypná deľba práce, ktorá sa odráža v rozdelení medzi verejnú a súkromnú sféru, a jej dôsledky stále ovplyvňujú spoločenské a pracovné vzťahy. Danielová a Lauko (2014) akcentujú to, že ženy často čelia rôznym prekážkam brániacim kariérnemu postupu, ktoré sú metaforicky označované ako sklenený strop, sklenený útes, sklenený výťah, drevené potrubie či lepkavá podlaha. Vzhľadom na pretrvávajúce stereotypy je nevyhnutné podporiť ženy vracajúce sa po materskej a rodičovskej dovolenke na trh práce, pretože sú to ony, ktoré často čelia prekážkam ako nedostatočná flexibilita či nerovnaké šance na budovanie kariéry. Talent manažment v sociálnej práci môže uľahčiť ich návrat, čím prispieje k ich spokojnosti aj k rozvoju spoločnosti.

Najnovšie dáta plynúce z prieskumu agentúry IPSOS pre OZ Pracujúce mamy, signalizujú výrazný trend kariérnych zmien u týchto žien. Hirschnerová a Miháliková (2024) vymedzujú, že v roku 2022 zmenu zamestnávateľa po návrate z materskej či rodičovskej dovolenky uviedlo 48% žien, pričom v súčasnosti hovoríme až o 57%. V týchto kontextoch Tanušková (2021) poukázala na skutočnosť, že zamestnankyne a matky na Slovensku vyzdvihujú potrebu rovnováhy medzi pracovným a súkromným životom. Identifikovala dôležitosť flexibility, kratších pracovných úväzkov či možnosti priniesť dieťa do práce. Medzi najvýznamnejšie opatrenia podľa autorky patrili:

- | plánovanie porád v práci v čase, keď je pre zamestnankyne dostupná štandardná starostlivosť o deti,
- | práca z domu, pri ktorej nie je nutné žiadne špeciálne dohodovanie alebo povolenia vopred,

- | skrátený úväzok, ktorý sa po návrate z materskej a rodičovskej dovolenky postupne predlžuje (Tanušková 2021).

Na záver možno zdôrazniť, že talent manažment je kľúčovým a efektívnym nástrojom strategického riadenia ľudských zdrojov, ktorý významne prispieva k zvýšeniu konkurencieschopnosti a udržateľnosti organizácií, obzvlášť v sektore sociálnych služieb. Vzhľadom na neustále meniace sa podmienky pracovného trhu je nevyhnutné klásť dôraz na rozvoj a podporu talentov s dôrazom na inkluzívny prístup, ktorý reflektuje špecifické potreby rôznych skupín zamestnancov. Vnímame, že systematický talent manažment disponuje nástrojmi, ktoré môžu významne pomôcť pri návrate žien z materskej a rodičovskej dovolenky. Medzi takéto opatrenia patrí napríklad vytvorenie individuálneho návratového a rozvojového plánu, zaradenie do talent poolu, či zabezpečenie mentoringu a flexibilných pracovných podmienok vrátane práce z domu. Rovnako je dôležité plánovať pracovné stretnutia tak, aby zodpovedali časovým možnostiam matiek a udržiavať s nimi kontakt aj počas dovolenky. Nezanedbateľné je aj pravidelné poskytovanie spätnej väzby a zisťovanie spokojnosti po návrate do práce.

Otázkou však zostáva, do akej miery sú tieto princípy a opatrenia aplikované priamo v prostredí sociálnych služieb na Slovensku. Túto problematiku sme preskúmali prostredníctvom dotazníkového šetrenia, na ktoré nadväzuje ďalšia časť našej práce.

3 Metodika práce — V nasledujúcej časti príspevku predstavujeme metodiku empirického výskumu, ktorý sme realizovali s cieľom identifikovať štatisticky významné rozdiely v realizácii talent manažmentu medzi organizáciami poskytujúcimi sociálne služby na Slovensku. Jedným zo zadaných čiastkových cieľov bolo aj analyzovať vplyv organizačných charakteristík, ako sú veľkosť organizácie, zameranie činnosti, sektor pôsobenia či existencia útvaru ľudských zdrojov, na realizáciu talent manažmentu v organizáciách poskytujúcich sociálne služby na Slovensku. Zohľadňujúc teoretickú základňu práce, stanovený výskumný cieľ bola naformulovaná nasledujúca hypotéza:

- | **Hypotéza č. 1:** Predpokladáme nízku mieru, resp. absenciu využívania stratégie talent manažmentu v organizáciách poskytujúcich sociálne služby na území Slovenskej republiky z hľadiska ich fungovania.
- | **Pracovná hypotéza č. 1:** Predpokladáme signifikantnú súvislosť medzi využívaním stratégie talent manažmentu v týchto organizáciách a veľkosťou organizácie.
- | **Pracovná hypotéza č. 2:** Predpokladáme signifikantnú súvislosť medzi využívaním stratégie talent manažmentu a zameraním organizácie.
- | **Pracovná hypotéza č. 3:** Predpokladáme signifikantnú súvislosť medzi využívaním stratégie talent manažmentu a sektorom, v ktorom organizácia pôsobí.
- | **Pracovná hypotéza č. 4:** Predpokladáme signifikantnú súvislosť medzi využívaním stratégie talent manažmentu a existenciou útvaru riadenia ľudských zdrojov v organizácii.

Našou voľbou pre zber dát bol už overený dotazník Rozvoj ľudských zdrojov v organizácii, ktorý vytvorila Kormancová (2011). Zámerom bolo získať komplexný obraz o rozvoji a manažmente ľudských zdrojov, teda o schopnostiach a možnostiach efektívneho využitia ľudského potenciálu zo strany pracovníkov a pracovníčok so-

ciálnych služieb. Rozhodli sme sa dotazník distribuovať elektronicky, a to najmä vzhľadom na jeho nízke náklady, rýchlejšiu realizáciu v porovnaní s papierovou alebo osobnou distribúciou, šetrnosť k životnému prostrediu a možnosť osloviť široký okruh organizácií po celom Slovensku v relatívne krátkom čase. Navyše sme využili ucelenú databázu kontaktov z Centrálného registra poskytovateľov sociálnych služieb. Zber dát prebiehal od decembra 2024 do 31. marca 2025. Tento časový rámec sme zvolili s cieľom zabezpečiť systematický a dôkladný zber informácií, dosiahnuť reprezentatívnu vzorku a zabezpečiť relevantnosť odpovedí. Predpokladali sme, že počas tohto obdobia bude možné osloviť dostatočný počet respondentov.

V empirickej časti práce sme použili viacero štatistických metód s cieľom zabezpečiť spoľahlivú analýzu získaných dát a overenie stanovených hypotéz. Na popis základných charakteristík vzorky a identifikáciu trendov sme aplikovali frekvenčné analýzy a výpočty intervalov spoľahlivosti, ktoré umožňujú odhadnúť variabilitu a presnosť získaných výsledkov. Pre overenie rozdielov v implementácii talent manažmentu sme použili binomický test, ktorý hodnotí, či je pozorovaný podiel výrazne odlišný od predpokladaného rozdelenia. Na skúmanie vzťahov medzi kategorizovanými premennými a testovanie hypotéz sme využili chí-kvadrát test nezávislosti, ktorý zisťuje, či existuje štatisticky významná súvislosť medzi premennými, pričom výsledky sme doplnili o mieru asociácie pomocou Cramerovho V. V prípadoch nízkeho počtu pozorovaní v niektorých bunkách sme použili Fisherov exaktný test, ktorý poskytuje presnejšie hodnotenie významnosti v malých vzorkách. Okrem toho sme aplikovali test pravdepodobnostného pomeru a Monte Carlo simulácie na overenie spoľahlivosti výsledkov. Použité metódy tak umožnili komplexné a presné vyhodnotenie miery využívania talent manažmentu v skúmaných organizáciách a vplyvu vybraných organizačných charakteristík.

4 Výsledky a interpretácia dát — Výskumnú vzorku tvorili zamestnanci oslovených organizácií, zastávajúci rôzne pracovné pozície. Cieľom bolo osloviť čo najväčší počet organizácií poskytujúcich sociálne služby na území bez ohľadu na sektor pôsobenia, cieľovú skupinu, veľkosť organizácie, vek či pohlavie respondentov. Organizácie boli vybrané na základe údajov z Centrálného registra poskytovateľov sociálnych služieb na Slovensku. Databáza obsahovala celkom 5541 záznamov organizácií poskytujúcich sociálne služby. Pre výber participantov sme zvolili trsový výber, pri ktorom sme z každého kraja náhodne vybrali 50 organizácií. Výskumná vzorka tak pozostávala zo 400 respondentov. Tento počet sme stanovili s ohľadom na očakávaný nízky záujem o výskum, duplicity organizácií v registri a predpokladaný nízky počet zamestnancov v týchto organizáciách. Snahou bolo dosiahnuť približne rovnomerné zastúpenie respondentov z jednotlivých krajov. Počet záznamov podľa jednotlivých krajov je uvedený v nasledujúcej tabuľke.

Kraj	BB kraj	BA kraj	KE kraj	NR kraj	PO kraj	TN kraj	TT kraj	ZA kraj
Počet	780	634	698	639	1030	546	479	736

TABUĽKA 1: PREHLAD POČTU POSKYTOVATEĽOV SOCIÁLNYCH SLUŽIEB V CENTRÁLNOH REGISTRI
ZDROJ: AUTORKA

Odstránením duplicitných záznamov sa počet výrazne znížil, a to na celkových 2277. Prehľad počtov podľa jednotlivých krajov je uvedený v tabuľke nižšie.

Kraj	BB kraj	BA kraj	KE kraj	NR kraj	PO kraj	TN kraj	TT kraj	ZA kraj
Počet	329	263	291	282	374	265	217	256

TABUĽKA 2: PREHLAD POČTU POSKYTOVATEĽOV SOCIÁLNYCH SLUŽIEB V CENTRÁLNOH REGISTRI PO ODSTRÁNENÍ DUPLICÍT
ZDROJ: AUTORKA

Miera návratnosti dotazníkov bola 59%. Z celkového počtu 236 respondentov bolo 179 žien (75.8%) a 57 mužov (24.2%), čo v konečnom dôsledku odráža feminizáciu sektora sociálnych služieb. V súvislosti so skúmanou témou sme analyzovali aj rozdelenie respondentov podľa pohlavia a pracovných pozícií v organizácii. Ako sa očakávalo, v sektore sociálnych služieb dominujú ženy na vedúcich pozíciách, čo platí aj pre väčšinu ostatných kategórií. Najpočetnejšie skupiny tvorili sociálni pracovníci, terénni sociálni pracovníci, inštruktori sociálnej rehabilitácie a odborní referenti. Najmenej zastúpené boli pozície v oblasti riadenia ľudských zdrojov a personalistiky.

Pohlavie * Miesto pôsobenia Crosstabulation									
Count		Miesto pôsobenia s ohľadom na pohlavie respondentov							
		BB kraj	BA kraj	KE kraj	NR kraj	PO kraj	TN kraj	TT kraj	Za kraj
Pohlavie muž		4	12	10	3	7	9	7	5
žena		25	26	22	20	23	22	20	21
Total		29	38	32	23	30	31	27	26

TABUĽKA 3: ROZDELENIE RESPONDENTOV PODĽA POHLAVIA A KRAJA
ZDROJ: AUTORKA

Zaujímavým zistením bolo vekové zloženie respondentov. Kým najpočetnejšia bola kategória 40 až 49 rokov, nasledovaná skupinou 50 až 64 rokov (rozdiel len 2 odpovedí), tak najmenšie zastúpenie mali skupiny 20 až 29 rokov a 30 až 39 rokov. Uvedený jav môžeme pripísať tomu, že ide o vekové kategórie, v ktorých sú mnohé ženy na materskej či rodičovskej dovolenke.

Kľúčová výskumná otázka bola zameraná na identifikovanie miery využívania/nevyužívania stratégie talent manažmentu v organizáciách poskytujúcich sociálne služby. Respondenti mali na otázku „Máte zavedený talent manažment v organizačnej praxi?“ tieto možnosti odpovedí: nemáme zavedený, neviem posúdiť, nemáme formálne zavedený, ale niektoré jeho prvky uplatňujeme, máme zavedený a zavádzame/ do 1 roka plánujeme zaviesť.

	nemáme zavedený	neviem posúdiť	nemáme formálne zavedený	máme zavedený	zavádzame/ do 1 roka plánujeme
Počet	162	45	13	10	6

TABUĽKA 4: MIERA REALIZÁCIE STRATÉGIE TALENT MANAŽMENTU - RELATÍVNA POČETNOSŤ
ZDROJ: AUTORKA

Zaujímavým zistením bolo, že až 19.1% respondentov nedokázalo posúdiť či sa skúmaná stratégia v rámci organizácie realizuje. Pozitívne však je, že až 12.29% organizácií ho implementovalo, plánuje implementovať alebo realizuje aspoň neformálne. Výpočet intervalu spoľahlivosti nám umožnil presnejšie predpokladať variabilitu výsledkov a lepšie porozumieť miere implementácie talent manažmentu v praxi sociálnej práce. Analýza údajov umožnila s 95% spoľahlivosťou predpokladať, že výskyt medzi všetkými organizáciami je v intervale:

- | 62.68% až 74.52% pre organizácie, ktoré nemajú zavedený talent manažment,
- | 2.59% až 8.40% pre organizácie, ktoré ho realizujú neformálne,
- | a 1.64% až 6.76% pre organizácie, ktoré ho majú zavedený.

Z uvedeného vyplýva, že z celkového počtu 2277 organizácií, ktoré poskytujú sociálne služby na Slovensku približne 1427 až 1696 talent manažment neuplatňuje. A naopak, 136 až 309 organizácií ho má implementovaný.

Následne sme zrealizovali binomický test so zámerom overiť, či sa podiel organizácií s implementovaným talent manažmentom významne líši od očakávaného rovnomerného rozdelenia (50 % áno, 50 % nie). Tento test umožňuje zistiť, či je počet organizácií s danou stratégiou v praxi štatisticky odlišný od náhodného rozdelenia, čím sme sledovali mieru zavedenia talent manažmentu v skúmanom súbore. Rekategorizáciou odpovedí do dichotomickej podoby implementovaný talent manažment (máme zavedený, a nemáme formálne zavedený) a neimplementovaný talent manažment (nemáme zavedený, a zavádzame/plánujeme do 1 roka zaviesť) sme zrealizovali uvedený test. V rámci neho bola vynechaná odpoveď „neviem posúdiť“. Zrealizovaný test potvrdil štatisticky významnú odchýlku ($p < 0,0001$), čo naznačuje, že predmetnú stratégiu v praxi aplikuje výrazne menší počet organizácií, ako sa odhadovalo v rámci rovnomerného rozdelenia.

	Category	N	Observed Prop.	Test prop.	Exact Sig. (2-tailed)
Áno	0	168	.88	.50	<.001
Nie	1	23	.12		
Celkom		191	1.00		

TABUĽKA 5: BINOMICKÝ TEST - REALIZÁCIA TALENT MANAŽMENTU
ZDROJ: AUTORKA

Prezentované výsledky potvrdili náš predpoklad o obmedzenom zavádzaní či realizácií talent manažmentu v organizáciách poskytujúcich sociálne služby na Slovensku. Za účelom verifikácie hlavnej hypotézy sme preto stanovili pracovné hypotézy, z ktorých prvá predpokladala existenciu významnej korelácie medzi mierou využívania talent manažmentu a veľkosťou organizácie. Na overenie tejto hypotézy sme použili Pearsonov chí-kvadrát test nezávislosti. Premenné týkajúce sa implementácie talent manažmentu sme zjednodušili do dvoch kategórií, aby sme zabezpečili správne podmienky pre aplikáciu testu. Výsledky chí-kvadrát testu ($\chi^2=1.991$; $df=3$; $p=0.574$) nepreukázali vplyv veľkosti organizácie na implementáciu talent ma-

nažmentu. Nízka miera zavedenia stratégie bola zaznamenaná vo všetkých kategóriách. Cramerovo V potvrdilo veľmi slabú a neštatisticky významnú súvislosť ($V=0.102$; $p=0.574$).

Test	Hodnota	Df	Hodnota
Pearson Chi-Square	1.991	3	0.574
Cramer's V	0.102	-	0.574

TABUĽKA 6: SÚVISLOSŤ MEDZI VEĽKOSŤOU ORGANIZÁCIE A ZAVEDENÍM TALENT MANAŽMENTU
ZDROJ: AUTORKA

Následne sme overili druhú pracovnú hypotézu, ktorá predpokladala súvislosť medzi využívaním talent manažmentu a zameraním organizácie. Pearsonov chí-kvadrát test ($\chi^2=4.876$; $df=4$; $p=0.300$) ani Cramerovo V ($V=0.160$; $p=0.300$) nepreukázali štatisticky významnú väzbu. Vzhľadom na nízku početnosť v niektorých bunkách (40% očakávaných hodnôt <5) sme použili Fisherov exaktný test. Test nepreukázal štatisticky významný vzťah medzi zameraním organizácie a implementáciou talent manažmentu ($p=0.451$). Výsledky boli overené Monte Carlo simuláciami (10 000 náhodných tabuliek), ktoré potvrdili absenciu významnej súvislosti (Pearsonov test $p=0.277$, 99% interval spoľahlivosti 0.265-0.288).

Symmetric Measures					
		Value	Approximate Significance	Monte Carlo Significance	
				Significance	99% Confidence Interval
Nominal by Nominal	Phi	.160	.300	.277 ^c	.265 .288
	Cramer's V	.160	.300	.277 ^c	.265 .288
N of Valid Cases		191			
c. Based on 10000 sampled tables with starting seed 2000000.					

TABUĽKA 7: HODNOTY PHI A CRAMEROVHO V S MONTE CARLO INTERVALMI SPOĽAHLIVOSTI
ZDROJ: AUTORKA

Ďalšia analýza skúmala súvislosť medzi využívaním talent manažmentu a sektorom pôsobenia organizácie. Výsledky Pearsonovho chí-kvadrát testu ($\chi^2=4.876$; $df=4$; $p=0.300$), Fisher-Freeman-Haltonovho exaktného testu ($p=0.454$; 99% CI: 0.442-0.467) aj Monte Carlo simulácií ($p=0.277$; 99% CI: 0.266-0.289) nepreukázali štatisticky významný vzťah. Miery asociácie Phi a Cramerovo V dosiahli hodnotu 0.160. Výsledky sú uvedené v nasledujúcej tabuľke.

Chi-Square Tests									
	Value	df	Asymptotic Significance (2-sided)	Monte Carlo Sig. (2-sided)			Monte Carlo Sig. (1-sided)		
				Significance	99% Confidence Interval			99% Confidence Interval	
					Lower Bound	Upper Bound	Significance	Lower Bound	Upper Bound
Pearson Chi-Square	4,876 ^a	4	,300	,277 ^b	,266	,289			
Likelihood Ratio	7,471	4	,113	,148 ^b	,138	,157			
Fisher-Freeman-Halton Exact Test	3,413			,454 ^b	,442	,467			
Linear-by-Linear Association	1,276 ^c	1	,259	,277 ^b	,266	,289	,156 ^b	,146	,165
N of Valid Cases	191								
a. 4 cells (40,0%) have expected count less than 5. The minimum expected count is 1,20.									
b. Based on 10000 sampled tables with starting seed 303130861.									
c. The standardized statistic is -1,130.									

TABUĽKA 8: CHÍ-KVADRÁT TEST PRE VZŤAH MEDZI SEKTOROM A VYUŽÍVANÍM TALENT MANAŽMENTU
ZDROJ: AUTORKA

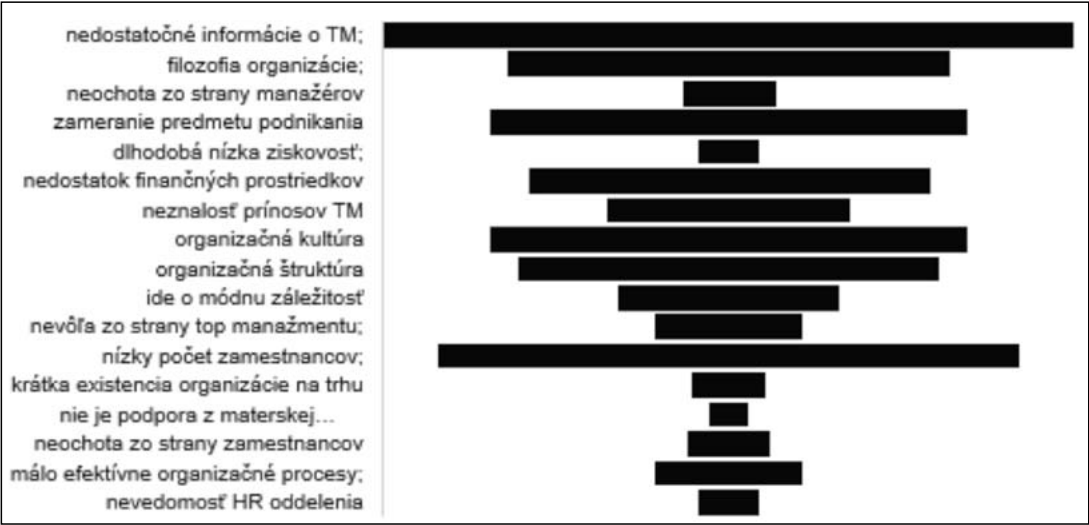
Posledná pracovná hypotéza skúmala súvislosť medzi implementáciou stratégie talent manažmentu a existenciou útvaru ľudských zdrojov v organizáciách poskytujúcich sociálne služby na Slovensku. Na overenie sme použili chí-kvadrát test nezávislosti s Yatesovou korekciou pre 2x2 tabuľku. Výsledky jednoznačne potvrdili významnú súvislosť (Pearson $\chi^2=12.560$; $p<0.001$; Yatesova korekcia $\chi^2=10.889$; $p<0.001$), rovnako aj test pravdepodobnostného pomeru a Fisherov exaktný test ($p<0.001$). Organizácie s oddelením ľudských zdrojov výraznejšie implementujú stratégiu talent manažmentu v porovnaní s tými, ktoré ho nemajú.

Chi-Square Tests				
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12,560 ^a	1	<,001	
Continuity Correction ^b	10,889	1	<,001	
Likelihood Ratio	11,371	1	<,001	
Fisher's Exact Test				<,001
Linear-by-Linear Association	12,495	1	<,001	
N of Valid Cases	191			

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 6,74.
b. Computed only for a 2x2 table

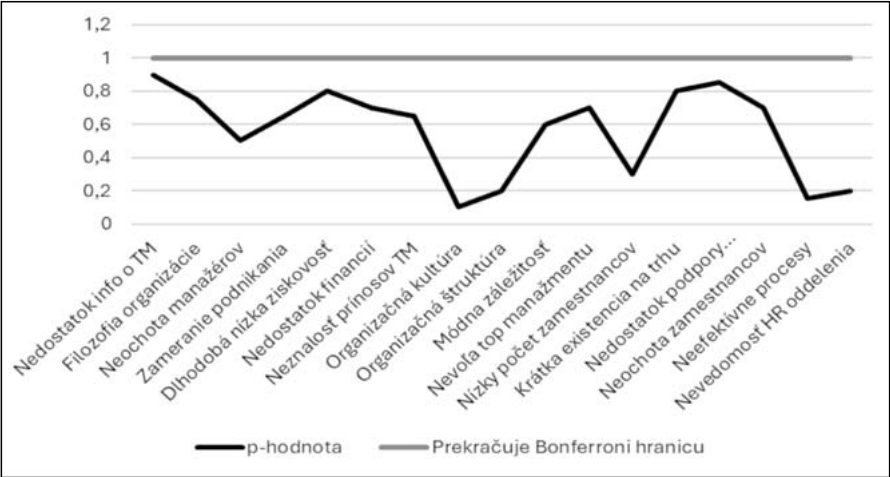
TABUĽKA 9: VÝSLEDKY CHÍ-KVADRÁT TESTOV PRE PREMENNÉ TALENT MANAŽMENT A ÚTVAR LZ
ZDROJ: AUTORKA

Respondentov bez zavedeného talent manažmentu sme sa pýtali na dôvody. Z 161 dotazníkov sme získali 442 odpovedí. Išlo o viacnásobnú výberovú otázku, kde participanti a participantky označovali z ponúkaných možností maximálne 5 kritérií, v dôsledku ktorých, nie je v ich zariadení prítomná skúmaná stratégia. Najčastejšie uvádzali nedostatok informácií (17.7%), nízky počet zamestnancov (12.4%) a zameranie organizácie či organizačnú kultúru (po 10.2%). Výsledky sú znázornené v grafe.



GRAF 1: PRÍČINY NEZAVEDENIA TALENT MANAŽMENTU V ORGANIZÁCIÁCH
ZDROJ: AUTORKA

Preskúmali sme vplyv regiónu pôsobenia organizácie pomocou chí-kvadrát testu nezávislosti. Analýza nepreukázala štatisticky významné rozdiely pre žiadnu zo 17 skúmaných príčin nezavedenia talent manažmentu ($p>0.05$). Výsledky potvrdila aj Bonferroniho korekcia.



GRAF 2: PRÍČINY NEZAVEDENIA S OHĽADOM NA MIESTO PÔSOBNIA ORGANIZÁCIE
ZDROJ: AUTORKA

Zaujímalo nás aj to, aké iné stratégie s orientáciou na oblasť rozvoja ľudských zdrojov sú v skúmaných organizáciách využívané. V tomto prípade mali respondenti možnosť voľnej odpovede. Do hodnotenia sme zahrnuli 191 odpovedí, pričom vyselektovaných bolo 45 odpovedí od participantov, ktorí sa k skúmanému javu nevedeli vyjadriť. Prekvapujúcim zistením bolo, že až 71.73% participantov uviedlo, že v ich organizácii nie sú využívané žiadne takéto stratégie. Napriek otvorenej forme odpovedí sa údaje opakovali, na základe čoho sme vymedzili päť kategórií: supervízia, vzdelávacie aktivity, štandardy kvality, zosúladenie rodinného a pracovného života a hodnotenie výkonu spojené s odmeňovaním.

\$stratégie Frequencies				
		Responses		Percent of Cases
		N	Percent	
\$stratégie ^a	supervízia	19	28,4%	38,8%
	vzdelávanie	36	53,7%	73,5%
	štandardy	4	6,0%	8,2%
	zosúladenie rod. A prac. Života	4	6,0%	8,2%
	hodnotenie výkonu a odmeňovanie	4	6,0%	8,2%
Total		67	100,0%	136,7%
a. Dichotomy group tabulated at value 1.				

TABUĽKA Č. 10: RELATÍVNA FREKVENCIA STRATÉGIÍ ROZVOJA ZAMESTNANCOV
ZDROJ: AUTORKA

5 Diskusia a záver — V tejto časti syntetizujeme kľúčové zistenia z realizovaného výskumu, porovnávame ich a interpretujeme v kontexte praxe sociálnej práce. Úvodom zároveň poukazujeme na skutočnosť, že výsledky nemožno zovšeobecniť na všetky organizácie poskytujúce sociálne služby, čo vyplýva z identifikovaných limitov výskumu. Návratnosť dotazníkov (59%) naznačuje, že sa zapojili predovšetkým organizácie, pre ktoré je téma relevantná. Silu realizovaných štatistických testov mohla ovplyvniť aj nerovnomernosť zastúpenia organizácií z hľadiska veľkosti, zamerania, sektora či regionálneho pôsobenia. Limit predstavuje aj sebahodnotiaci charakter dotazníka, ktorý mohol spôsobiť skreslenie v podobe sociálne žiaducich odpovedí. Napriek uvedeným obmedzeniam považujeme tento výskum za prínosný, pretože ponúka obraz o aktuálnom stave uplatňovania talent manažmentu v organizáciách sociálnych služieb.

Dotazníkové šetrenie odhalilo niekoľko faktorov ovplyvňujúcich implementáciu talent manažmentu v organizáciách sociálnych služieb. Cieľom bolo zhodnotiť, do akej miery je táto stratégia v praxi využívaná, pričom výsledky ukázali jej nízku mieru aplikácie. Podľa frekvenčných analýz, doplnených o intervaly spoľahlivosti a binomický test, až 68.2% organizácií talent manažment nemá zavedený, 5.5% ho využíva len neformálne a iba 4.2% ho aktívne implementuje. Takmer pätina respondentov nebola schopná túto skutočnosť posúdiť. Respondenti a respondentky zároveň uviedli len päť kategórií zameraných na rozvoj, napriek možnosti uviesť vlastnú odpoveď. Mnoho z nich tiež deklarovalo, že ich organizácie nemajú zavedenú žiad-

nu stratégiu rozvoja ľudských zdrojov. Toto naznačuje nedostatočnú systematizáciu a formalizáciu rozvojových aktivít v sociálnych zariadeniach, čo môže negatívne ovplyvniť efektívnosť riadenia ľudských zdrojov a marketing organizácie, ktorý je nevyhnutný pre jej udržateľnosť a pozitívnu reputáciu. Hlavná hypotéza bola týmto potvrdená. Pri overovaní čiastkových hypotéz sa preukázala len jedna významná súvislosť – medzi zavádzaním talent manažmentu a prítomnosťou útvaru riadenia ľudských zdrojov, ktorý zrejme podporuje jeho implementáciu. Výsledky tiež ukazujú, že aj organizácie s potenciálom na strategické riadenie ľudských zdrojov, ako sú väčšie a verejné zariadenia, majú v tejto oblasti výrazné rezervy. Medzi hlavné dôvody nevyužívania talent manažmentu patrí nedostatok informácií, nízky počet zamestnancov, organizačná kultúra a fungovanie organizácii.

Nedostatočné uplatňovanie talent manažmentu môže negatívne ovplyvniť aj marketing organizácie, pretože efektívne riadenie ľudských zdrojov vedie k vyššej spokojnosti zamestnancov, čo sa následne prejavuje vo vyššej kvalite služieb a pozitívnej reputácii organizácie u klientov i verejnosti. Z tohto dôvodu je nevyhnutné uplatňovať komplexný prístup, ktorý integruje talent manažment so stratégiou marketingu. Domnievame sa, že uvedený stav má priamy dopad na úspešnosť návratu žien po materskej a rodičovskej dovolenke. Práve ony pomerne často čelia špecifickým výzvam, ktoré súvisia s reintegráciou do pracovného procesu. Tie by mohli byť zmiernené implementáciou rôznych stratégií zameraných na podporu a rozvoj zamestnancov.

V súvislosti s prezentovaným stavom identifikujeme značný priestor na zlepšenie v oblasti riadenia ľudských zdrojov, čo by v konečnom dôsledku mohlo viesť k cielenejšej podpore návratu žien na trh práce, zvýšeniu kvality poskytovaných služieb, stabilite pracovného prostredia, ako aj udržaniu a motivácii kvalifikovaného personálu. Integrovaný marketingový prístup pritom môže pomôcť efektívne komunikovať tieto zmeny smerom k zamestnancom aj verejnosti, čím sa posilní dôvera v organizáciu a jej atraktivita ako zamestnávateľa i poskytovateľa služieb. Domnievame sa, že nedostatok stratégií zameraných na rozvoj ľudských zdrojov môže negatívne ovplyvniť nielen stabilitu tímu, ale aj vnímanie organizácie ako atraktívneho zamestnávateľa. V čase, keď je rovnosť príležitostí v centre pozornosti, sú interné marketingové aktivity ako napríklad cielená komunikácia so zamestnancami vnímaná ako prostriedok na zlepšenie vzťahu medzi organizáciou a zamestnancami. Podpora matiek v zamestnaní, preto už nie je len otázkou personálneho manažmentu, ale súčasťou komplexnej marketingovej stratégie organizácie.

V kontexte pomáhajúcich profesií, kam nepochybne patrí aj sociálna práca, ktoré sú zároveň limitované aj špecifické, považujeme za nevyhnutné, aby sa organizácie v rámci svojho fungovania systematicky orientovali na oblasť rozvoja zamestnancov. Uvedomujeme si, že vzhľadom na odlišné zameranie, ciele a sektory pôsobenia jednotlivých organizácií nie je možné formulovať jednotné a univerzálne platné odporúčania aplikovateľné na všetky subjekty. Prvým a základným krokom je preto formálne a transparentné ukotvenie stratégie tak, aby adekvátne reflektovala prácu s klientom, špecifiká sociálnej práce, a zároveň zabezpečila praktickú implementáciu stratégie v celej jej komplexnosti. Zo súboru odporúčaní je možné vybrať tie, ktoré najviac zodpovedajú konkrétnym potrebám a možnostiam danej organizácie. Radíme sem napr. zvýšenie povedomia o stratégii medzi odbornou aj laickou verejnosťou, zavedenie štandardných kritérií na identifikáciu talentov v rámci organizácie, vytvorenie systému pravidelného hodnotenia pracovníkov kombináciou subjektívnych a objek-

tívnych nástrojov, implementáciu plánu rozvoja talentov reflektujúceho potreby jednotlivca i organizácie, identifikáciu a podporu vhodného motivačného nástroja pre každého talentovaného jednotlivca s ohľadom na jeho potreby a záujmy, transparentné poskytovanie a komunikovanie informácií všetkým zamestnancom organizácie, podporu transparentnosti pri rozhodovaní, obsadzovaní pracovných pozícií a prideľovaní úloh, elimináciu intuitívnych a náhodných rozhodnutí týkajúcich sa rozvoja jednotlivcov, podporu kooperácie jednotlivých úsekov či oddelení, ako aj podporu vzniku útvaru ľudských zdrojov alebo určenie zodpovedného zamestnanca za túto oblasť.

Záverom je potrebné zdôrazniť skutočnosť, že efektívna podpora matiek, obzvlášť pri návrate do zamestnania po materskej alebo rodičovskej dovolenke, je zásadná pre udržanie stability a motivácie pracovného kolektívu. Zavedenie stratégií reflektujúcich ich špecifické potreby nielen zlepšuje pracovné prostredie a dlhodobú udržateľnosť pracovných miest, ale posilňuje vnímanie organizácie ako atraktívneho zamestnávateľa, ktorý rešpektuje rovnováhu medzi pracovným a osobným životom. Integrácia talent manažmentu do riadenia ľudských zdrojov a strategického marketingu umožňuje organizáciám efektívne rozvíjať a udržiavať kvalifikovaný personál, čo vedie k zvýšeniu kvality a kontinuity poskytovaných sociálnych služieb. Strategický marketing tak formuje a komunikuje hodnotovú ponuku, cielene oslovuje rôzne segmenty, zapája interný marketing, meria a vyhodnocuje spätnú väzbu či zabezpečuje integráciu interných hodnôt a vnímaním organizácie.

Poznámky | Notes — Tento príspevok vznikol ako čiastkový výstup z dizertačnej práce autorky, zameranej na talent manažment ako prostriedok rozvoja sociálnej práce v organizácii.

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Kľúčové slová | Key Words — talent manažment, strategický marketing, interný marketing, sociálne služby, návrat matiek na trh práce, rodová rovnosť | *talent management, strategic marketing, internal marketing, employer branding, social services, mothers’ return to work, gender equality*

JEL klasifikácia | JEL Classification — M12, M31, J16

Résumé — Strategic marketing and talent management in supporting the reintegration of women after parental leave

The article focuses on talent management as part of strategic marketing in organizations providing social services in Slovakia. Based on a quantitative study conducted among 236 respondents from various organizations, the extent of talent management implementation and its significance for supporting employees – especially women returning to work after maternity and parental leave – was analyzed. The research utilized a questionnaire targeting practices in human resource management and internal communication. Data analysis included frequency analyses, confidence intervals, and binomial tests. The results indicate a low level of systematic application of talent management despite its potential to improve employee loyalty, reduce turnover, and enhance the organization's attractiveness as an employer. The article emphasizes the need to integrate talent management into the overall human resource management strategy and strategic marketing with a focus on equal opportunities. In addition to theoretical implications, the study provides practical recommendations for organizations aiming to improve employee support, workforce stability, and strengthen their employer brand. The findings also highlight the importance of a strategic approach to human resource management and marketing in the social services sector to ensure the quality and continuity of services provided.

Kontakt na autorov | Address — Mgr. Michaela Štefanová, Prešovská univerzita v Prešove, Filozofická fakulta, Inštitút edukológie a sociálnej práce, 17. novembra č. 1, 080 78 Prešov, Slovensko, e-mail: stefanovamiska@gmail.com

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TRAVEL APP ADOPTION INTENTIONS: EXTENDING THE TECHNOLOGY ACCEPTANCE MODEL WITH TRUST

The adoption of travel applications has significantly transformed the tourism industry by enhancing accessibility, convenience, and efficiency in trip planning. However, understanding the factors that drive international tourists' intentions to adopt travel apps remains crucial, particularly in emerging tourism markets like Algeria. This study extends the Technology Acceptance Model (TAM) by incorporating trust to investigate its role in shaping tourists' adoption intentions. Data were collected from 168 international tourists, using a structured questionnaire. The research employed multiple linear regression to analyze the relationships between perceived usefulness, perceived ease of use, attitude, and trust in predicting adoption intention. The findings revealed that all four hypothesized relationships were supported, indicating that perceived usefulness, perceived ease of use, attitude, and trust positively influence tourists' intentions to adopt travel applications. The model explained 50.90% of the variance in adoption intention. These findings offer theoretical and practical insights into travel app adoption, with implications for app developers, tourism stakeholders, and policy-makers in enhancing digital tourism services in Algeria.

1 Introduction — The rapid digital transformation of the tourism industry has significantly reshaped how travelers plan, book, and experience their trips (Mishra et al. 2023). Mobile travel applications (apps) have emerged as essential tools that enhance convenience, provide personalized services, and improve overall travel experiences (Albayrak et al. 2023; Agag and El-Masry 2016; Ho et al. 2021). Chen and Tsai (2019) noted that the capabilities of mobile apps have significantly evolved over time, enabling users to quickly access travel information and share their experiences in real time. Choi et al. (2023) highlighted that mobile apps play a crucial role in influencing travelers' decision-making and shaping their overall experiences. Hassan et al. (2024) noted that with the advancement of new technologies, „travel-based organizations worldwide“ are increasingly adopting user-friendly mobile travel apps to offer tourists a wide range of service benefits. Wu and Lee (2017) demonstrated that an increase in the information quality of mobile travel apps leads to greater user satisfaction and higher performance expectancy. As mobile technology continues to evolve, understanding the key factors influencing tourists' intentions to adopt travel apps remains a critical area of research.

Albayrak et al. (2023) highlight a lack of studies exploring user behaviors on travel-related mobile applications. Previous research has widely employed the Technology

Acceptance Model (TAM) (Davis 1989), as a foundational framework for studying user adoption of technology (Gelibolu 2024). For instance, Albayrak et al. (2023) explored the factors influencing mobile app usage intention by integrating the Stimulus-Organism-Response (S-O-R) framework with TAM to examine travel booking behavior among mobile application users. Similarly, Hassan et al. (2024) combined TAM with trust and social cognitive theory to investigate the key determinants of adoption intention and usage behavior in mobile travel apps. Kim et al. (2023) expanded TAM by incorporating trust and service quality factors to analyze user acceptance of urban air mobility. Wang et al. (2021) integrated TAM with trust and perceived risk to understand consumer adoption of smart transportation services. Likewise, Tiwari et al. (2024) applied both TAM and the Diffusion of Innovation (DOI) theory to explore factors influencing travel app usage intentions.

TAM posits that perceived usefulness and perceived ease of use significantly influence individuals' behavioral intentions toward technology adoption (Gelibolu 2024). In the context of travel apps, perceived usefulness refers to the extent to which users believe that the application enhances their travel planning and experience, while perceived ease of use reflects the degree to which users perceive the app as user-friendly (Chen and Tsai 2019; Huang et al. 2019). Despite the extensive application of TAM, scholars argue that trust plays a crucial role in technology adoption, particularly in online environments where security concerns and information privacy are paramount (An et al. 2023; Liu et al. 2023; Medeiros et al. 2024; Mishra et al. 2023; Su et al. 2022). Gefen et al. (2003) emphasize that consumer trust holds equal significance in online commerce as the well-established TAM antecedents „perceived usefulness and perceived ease of use“. Trust in travel apps can be categorized into two dimensions: trust in the service provider and trust in the security of the application. Previous studies indicate that trust significantly influences users' adoption intentions, especially in the tourism sector where transactions and data security are critical concerns (Choi et al. 2023; Hassan et al. 2024; Hua et al. 2021).

Moreover, prior research highlights that users' attitudes toward technology serve as a mediating factor between key TAM constructs and behavioral intentions. A positive attitude toward an app increases the likelihood of its adoption (An et al. 2023). However, limited studies have investigated the combined effects of perceived usefulness, perceived ease of use, trust, and attitude in shaping tourists' adoption intentions, particularly among international tourists in Algeria.

This study aims to examine the factors influencing international tourists' intentions to adopt travel applications in Algeria, by extending the TAM with the construct of trust. Given the growing importance of mobile applications in travel experiences, investigating these relationships will provide valuable insights for tourism stakeholders, app developers, and policymakers to enhance digital tourism services in the region. The study employs a quantitative research approach, surveying 168 international tourists who visited Algeria between November and December 2024. The findings will contribute to the literature on technology adoption in tourism by integrating TAM with trust, addressing a significant research gap in the context of travel app usage in North Africa.

2 Literature review and hypotheses development — 2.1 The Technology Acceptance Model (TAM) and travel app adoption — The TAM has been widely

used to explore the adoption of various technologies, particularly in the tourism sector (Davis 1989). According to TAM, two primary factors – „perceived usefulness and perceived ease of use“ – directly influence an individual's intention to use a technology (Gelibolu 2024; Mechta et al. 2024). Hassan et al. (2024) found that the intention to use mobile travel apps is a significant predictor of young consumers' mobile travel app usage behavior. In our paper, perceived usefulness refers to the extent to which a user believes that using an application enhances their travel experience, while perceived ease of use refers to the degree to which a user perceives an application to be effortless to use (Assaker 2020).

Several studies have confirmed the relevance of TAM in explaining travel app adoption. For example, Albayrak et al. (2023) and Huang et al. (2019) found that „perceived usefulness and perceived ease of use“ significantly predicted travelers' intentions to use mobile travel applications. Similarly, Hua et al. (2021) emphasized the importance of these constructs in the adoption of tourism apps. In the context of Algeria, where technological infrastructure is still developing, the influence of „perceived usefulness and perceived ease of use“ may be particularly pronounced, shaping the adoption behavior of international tourists.

2.2 The role of trust in travel app adoption — Trust is a crucial factor in digital service adoption, particularly in industries where transactions involve sensitive information, such as financial details and personal data (Hua et al. 2021; Kim 2016; Liu et al. 2023; Mishra et al. 2023; Su et al. 2022; Wu and Lee 2017). In the travel app context, trust encompasses trust in the service provider, the security of user data, and the reliability of transactions (Medeiros et al. 2024). Hua et al. (2021) propose that trust in technology is a crucial element that should be extensively considered when examining technology adoption behaviors. Gefen et al. (2003) demonstrated that online trust is established through several key factors: (1) the perception that the vendor has no incentive to act dishonestly, (2) confidence in the presence of security measures within the website, (3) a familiar and conventional interface, and (4) an overall user-friendly design.

Previous research has found that trust directly influences users' willingness to engage with mobile travel applications (Hassan et al. 2024; Lim et al. 2022; Medeiros et al. 2024). Agag and El-Masry (2016), drawing on the Innovation Diffusion Theory (IDT) and the TAM, investigate the key factors shaping customers' intentions to engage in online travel communities. Their results indicate that integrating IDT, TAM, and trust provides a robust framework for understanding consumers' engagement in these platforms. According to Albayrak et al. (2023), trust in offline brands not only directly impacts the intention to use a mobile application but also plays a moderating role in shaping this intention. Hassan et al. (2024) integrated trust with TAM and found that it significantly impacts both „perceived usefulness and perceived ease of use“, indicating that trust in an app enhances the intention to use mobile travel apps. Choi et al. (2023) also emphasized that security concerns have a significant impact on travelers' intention to continue using travel apps. Consequently, this study found that trust plays a crucial role in influencing travelers' continued app usage.

2.3 Hypotheses development — 2.3.1 Perceived usefulness and travel app adoption intentions — Davis (1989, p. 320) defined perceived usefulness as „the

degree to which a person believes that using a particular system would enhance his or her job performance". Tiwari et al. (2024) identified relative advantage and compatibility as essential factors that contribute to perceived usefulness, categorizing them as must-have and should-have attributes. Chen and Tsai (2019) highlighted that as smartphones' positioning systems enable more personalized information and services, the trend is shifting toward location-based services, enhancing app functionality to better meet users' needs. Chen and Tsai (2019) found that „information quality and perceived convenience“ influence perceived usefulness. In the travel context, perceived usefulness plays a crucial role in shaping tourists' adoption of mobile applications (Albayrak et al. 2023; Chen and Tsai 2019; Liu et al. 2023; Tiwari et al. 2024). Studies have shown that when users perceive travel apps as beneficial, providing relevant travel information, efficient booking processes, and convenience, they are more likely to adopt them (Ho et al. 2021). Agag and El-Masry (2016) found that perceived usefulness has a positive impact on consumer trust. Assaker (2020) found that perceived usefulness was the strongest predictor of usage intention toward user-generated content among males but was not significant for females. Kim et al. (2019) found that perceived usefulness affects both perceived value and satisfaction, which, in turn, influence users' continued intention to use „accommodation apps“.

Additionally, perceived usefulness has been identified as a key determinant of technology adoption across various digital services, including tourism applications (An et al. 2023; Huang et al. 2019; Kim 2016). Travel apps offer features such as real-time itinerary updates, location-based services, and secure payment options, increasing their perceived usefulness among tourists. Hence, we propose the following hypothesis:

| H1: Perceived usefulness positively influences tourists' intentions to adopt travel applications.

2.3.2 Perceived ease of use and travel app adoption intentions — Perceived ease of use is described as „the degree to which a person believes that using a particular system would be free of effort“ (Davis 1989, p. 320). Perceived ease of use is a fundamental component of TAM, influencing users' behavioral intentions to adopt technology (Hassan et al. 2024; Mechta et al. 2024). Tiwari et al. (2024) identified „complexity and trialability“ as key factors influencing perceived ease of use, classifying them as must-have and should-have elements. An et al. (2023) discovered that personal innovativeness positively impacts perceived ease of use. Agag and El-Masry (2016) found that perceived ease of use positively impacts perceived usefulness. Assaker (2020) found that perceived ease of use was the most influential factor in usage among females and older travelers, whereas it had no significant effect on males and younger travelers. Research in mobile tourism applications suggests that if users perceive an app as easy to navigate, with intuitive interfaces and seamless usability, they are more likely to use it (Albayrak et al. 2023; Tiwari et al. 2024). Hassan et al. (2024) found that perceived ease of use is a key determinant of the intention to use travel booking apps. Hua et al. (2021) discovered that trust plays an intermediary role in linking perceived ease of technology use with the intention to adopt it. Huang et al. (2019) demonstrate that „perceived ease of use“ positively influences hotel consumers' experiences with mobile applications.

Furthermore, previous studies indicate that perceived ease of use not only directly affects adoption intentions but also enhances perceived usefulness, as users who find an app easy to use are more likely to perceive it as useful (Chen and Tsai 2019). However, Kim (2016) observed that perceived ease of use had no significant direct impact on the intention to adopt the hotel tablet app. Given these insights, we hypothesize:

| H2: Perceived ease of use positively influences tourists' intentions to adopt travel applications.

2.3.3 Attitudes and travel app adoption intentions — Attitude refers to an individual's overall evaluation of using a particular technology (Mechta et al. 2024). In the context of travel applications, a positive attitude towards technology enhances adoption intentions. Tourists with favorable attitudes towards mobile travel apps are more likely to use them for trip planning, bookings, and navigation. Agag and El-Masry (2016) discovered that perceived relative advantages, compatibility, perceived ease of use, and perceived usefulness positively impact consumers' attitudes toward online travel communities. Furthermore, they found that attitude significantly influences both positive word-of-mouth (WOM) and the intention to purchase travel online. Mechta et al. (2024) found that positive attitudes have a significant impact on customers' intentions to adopt digital health services. Attitudes toward travel apps can be shaped by various factors, including design aesthetics, ease of use, and perceived usefulness. Studies suggest that when users perceive travel apps as reliable, engaging, and beneficial, they develop stronger adoption intentions (Lim et al. 2022). Based on this, we propose:

| H3: Attitudes positively influence tourists' intentions to adopt travel applications.

2.3.4 Trust and travel app adoption intentions — Trust is a crucial factor in technology adoption, particularly in digital travel services where security and data privacy are major concerns (Choi et al. 2023; Wu and Lee 2017). Tourists are more likely to adopt travel applications when they trust the app provider, the accuracy of the information, and the security of transactions (Albayrak et al. 2023). Agag and El-Masry (2016) found that trust positively influences both attitude and the intention to purchase travel online. An et al. (2023) found that trust positively influences both perceived usefulness and perceived ease of use. Cheng et al. (2020) explored the factors influencing tourists' use of online trip planning services. Their findings indicate that social influence enhances tourists' trust in these services. Choi et al. (2023) discovered that security and trust play a crucial role in influencing travelers' intention to continue using travel apps. Hassan et al. (2024) found that trust is a significant predictor of the intention to use travel booking apps. Kim (2016) discovered that when customers „perceive a hotel tablet app“ as trustworthy, they are more likely to adopt it. Wu and Lee (2017) highlighted that initial trust plays a crucial role in encouraging users to develop an intention to use mobile travel apps. Su et al. (2022) identified customer trust as a mediating factor in the relationship between TAM variables and customer loyalty. Prior research has highlighted the role of trust in shaping user

behaviors in online travel platforms (Liu et al. 2023; Medeiros et al. 2024; Mishra et al. 2023). Trust influences tourists’ willingness to rely on mobile apps for travel planning, bookings, and navigation (Hua et al. 2021). Given the importance of trust in reducing perceived risks, we hypothesize:

| H4: Trust positively influences tourists’ intentions to adopt travel applications.

By testing these relationships, the study not only confirms the applicability of TAM in the tourism technology domain but also contributes to theory development by highlighting the role of trust in digital tourism adoption.

3 Methods — A quantitative research design was employed using a structured questionnaire administered to 168 international tourists. The data were analyzed using multiple linear regression to test the hypothesized relationships between perceived usefulness, perceived ease of use, attitude, trust, and adoption intention.

3.1 Participants and procedure — A total of 168 international tourists participated in this study. Participants were approached at various travel-related locations across Algeria, including international airports, hotels, and popular tourist attractions, during the data collection period (November-December 2024). The sampling method was convenience-based (Wengler et al. 2024) due to the limited accessibility of a centralized international tourist registry. Before completing the questionnaire, participants were informed about the study’s objectives and assured that their responses would remain anonymous and confidential. Participation was entirely voluntary, and informed consent was obtained from each respondent prior to data collection, in accordance with ethical research standards. Demographic information was collected to contextualize the sample and support interpretation of the findings. Although these variables were not used as predictors in the model, they offer insight into the profile of the respondents and help assess the representativeness of the sample.

Among the 168 participants, 91 identified as male (54.2%) and 77 as female (45.8%). Educational backgrounds varied: 25.0% had completed secondary school or less, 42.3% held a bachelor’s degree, 18.5% had a master’s degree, and 14.2% possessed a postgraduate qualification (PhD). Regarding monthly household income, 31.5% earned less than 50,000 DZD, 40.5% reported income between 50,000 and 70,000 DZD, and 28.0% earned above 70,000 DZD. In terms of international travel experience, 25.0% had traveled abroad once, 31.5% twice, and 43.5% three times or more. Table 1 summarizes the demographic characteristics of the sample.

Variable (Category)	Frequency	Percentage
Gender	168	100%
Male	91	54.2%
Female	77	45.8%
Education level	168	100%
Secondary school or less	42	25.0%

Bachelor's degree	71	42.3%
Master's degree	31	18.5%
Postgraduate (PhD)	24	14.2%
Monthly household income	168	100%
< 50000 ZDZ	53	31.5%
50000-70000 ZDZ	68	40.5%
> 70000 ZDZ	47	28.0%
International travel experience	168	100%
Once	42	25.0%
Twice	53	31.5%
Three times or more	73	43.5%

TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS
SOURCE: AUTHOR

3.2 Measures — To ensure the validity and reliability of the measurement items, a rigorous process was followed. All variables were measured using a 5-point Likert scale, ranging from 1 (totally disagree) to 5 (totally agree) (Belhamri and Belboula 2024; Volfová et al. 2024). The measurement items were adapted from established studies to maintain consistency with prior research. A pilot study was conducted with 24 respondents to assess the clarity and comprehensibility of the questionnaire. Additionally, three experts in the field of tourism studies were invited to evaluate the content validity of the items, ensuring they were suitable for measuring the intended constructs.

Given that the study targeted international tourists visiting Algeria, the questionnaire was originally developed in English and then translated into Arabic following a back-translation procedure (Brislin 1970) to minimize potential language bias. The translation process involved two bilingual researchers independently translating the questionnaire into Arabic, followed by a separate translation back into English. Any discrepancies were reviewed and resolved to ensure semantic equivalence. The final version of the questionnaire was then pretested with a small group of respondents to confirm its clarity and appropriateness. The measurement items for each construct, along with their sources, are presented in Table 2.

Constructs and items	References
Perceived usefulness (PU)	Davis (1989); Kim (2016)
PU1. Using travel apps improves my travel experience.	
PU2. Travel apps make trip planning more efficient.	
PU3. Travel apps enhance my ability to access relevant information.	

Perceived ease of use (PE)	Davis (1989); Kim (2016)
PEU1. Travel apps are easy to use.	
PEU2. Learning how to use travel apps is simple.	
PEU3. I can use travel apps without much effort.	Venkatesh et al. (2003); Agag and El-Masry (2016)
Attitude	
ATT1. I have a positive attitude toward using travel apps.	
ATT2. Using travel apps is a good idea.	Gefen et al. (2003)
ATT3. Travel apps make travel more enjoyable.	
Trust (TR)	
TR1. I trust travel apps to protect my personal data.	Bouarar et al. (2023)
TR2. Travel apps provide reliable information.	
TR 3. Travel apps ensure secure transactions.	
Adoption intention (AI)	
AI1. I intend to use travel apps in the future.	
AI2. I will recommend travel apps to others.	
AI3. I prefer using travel apps over traditional booking methods.	

TABLE 2: MEASUREMENT ITEMS FOR STUDY VARIABLES
SOURCE: AUTHOR

4 Results — The reliability of the measurement items was assessed using Cronbach’s alpha, with all values exceeding the recommended threshold of 0.7 (Bouarar et al. 2023; Wengler et al. 2024), indicating good internal consistency. The normality of the data distribution was also verified through skewness and kurtosis values, which fell within the acceptable range of ±2, suggesting that the data were normally distributed (Bouarar et al. 2023). Additionally, „variance inflation factor“ (VIF) values were below the critical threshold of 5, confirming that multicollinearity was not a concern (Hair et al. 2013).

Constructs	Alpha	Skewness	Kurtosis
Perceived usefulness	0.839	-1.087	0.916
Perceived ease of use	0.871	-0.772	0.112
Attitude	0.803	-1.600	3.257
Trust	0.790	-0.015	0.712
Adoption Intentions	0.771	-0.714	0.591

TABLE 3: MEAN, CRONBACH’S ALPHA, KURTOSIS AND SKEWNESS
SOURCE: AUTHOR

Multiple linear regression was applied to test the hypotheses. The results indicated that all four hypotheses were supported. Perceived usefulness positively influenced tourists’ intentions to adopt travel applications (H1: $\beta=0.239$, $t=4.344$, $p<0.001$). Perceived ease of use also had a significant positive effect on adoption intentions (H2: $\beta=0.147$, $t=2.531$, $p<0.05$). Furthermore, attitude towards travel applications signif-

icantly influenced adoption intentions (H3: $\beta=0.304$, $t=4.998$, $p<0.001$). Finally, trust was found to be a strong predictor of adoption intentions (H4: $\beta=0.116$, $t=2.358$, $p<0.05$). The coefficient of determination (R^2) for the dependent variable was 0.509, indicating that 50.9% of the variance in adoption intentions could be explained by the independent variables. This suggests that perceived usefulness, perceived ease of use, attitude, and trust play a significant role in shaping international tourists’ intentions to use travel applications in Algeria.

Hypothesis (H1-H4)	β	t-value	p-value	Tolerance	VIF
PU → Adoption intentions	0.239	4.344	0.000	0.573	1.745
PEU → Adoption intentions	0.147	2.531	0.012	0.570	1.754
Attitude → Adoption intentions	0.304	4.998	0.000	0.657	1.523
Trust → Adoption intentions	0.116	2.358	0.020	0.970	1.031
F=67.844, sig 0.000, $R^2=0.681$, Adjusted $R^2=0.671$					

TABLE 4: HYPOTHESIS TESTING RESULTS
SOURCE: AUTHOR

5 Discussion — The results indicate that perceived usefulness significantly influences tourists’ intentions to adopt travel applications, supporting H1. This finding aligns with the TAM, which posits that individuals are more likely to adopt technology when they perceive it as beneficial (Davis 1989). In the tourism sector, perceived usefulness reflects the extent to which travelers believe that using a travel app will enhance their experience, such as simplifying trip planning, improving navigation, and providing real-time updates. Prior research has also emphasized the role of perceived usefulness in shaping users’ adoption behaviors in digital tourism (Albayrak et al. 2023; Chen and Tsai 2019; Huang et al. 2019; Kim 2016; Liu et al. 2023). An et al. (2023) found that perceived usefulness had a significant impact on the intention to use food delivery apps. Our findings are consistent with previous studies demonstrating that travelers prioritize efficiency and convenience when choosing digital solutions (Kim et al. 2019). Given the increasing reliance on mobile applications for travel-related activities, it is essential for app developers and tourism providers to focus on enhancing the perceived benefits of their platforms. Features such as personalized recommendations, seamless booking options, and AI-driven assistance can further increase the perceived value of travel applications (Belhamri and Belboula 2024). Future research could explore how perceived usefulness interacts with other variables, such as trust and social influence, in shaping adoption decisions.

Our findings confirm that perceived ease of use has a significant positive impact on tourists’ intentions to adopt travel applications, supporting H2. This result is in line with prior studies on technology adoption, which have consistently found that ease of use plays a crucial role in user acceptance (Venkatesh et al. 2003). When travelers perceive an application as easy to navigate, requiring minimal effort to operate, they are more likely to use it (Huang et al. 2019). This is particularly relevant in the tourism industry, where users often come from diverse backgrounds with varying levels of technological proficiency. Prior research has demonstrated that user-friendly interfaces, intuitive design, and clear instructions enhance adoption rates in mobile tourism applications (Albayrak et al. 2023; Chen and Tsai 2019). An et al.

(2023) found that perceived ease of use had a significant impact on the intention to use food delivery apps. Our findings suggest that developers should focus on optimizing user experience by minimizing cognitive load, providing interactive tutorials, and ensuring compatibility across devices. Additionally, incorporating voice assistants and chatbot support could further improve usability (Belhamri and Belboula 2024), making travel applications more accessible to a wider audience. Future research could investigate how perceived ease of use interacts with other psychological and situational factors, such as perceived behavioral control and travel anxiety, in influencing adoption intentions.

The study reveals that attitudes towards travel applications significantly influence tourists' adoption intentions, supporting H3. This finding aligns with the TPB, which suggests that positive attitudes lead to stronger behavioral intentions. Travelers who perceive travel apps as useful, enjoyable, and beneficial for their trips are more likely to adopt them (Lim et al. 2022). Attitudes towards technology adoption are shaped by both cognitive and affective evaluations (Volfová et al. 2024). In the tourism context, prior studies have demonstrated that attitudes towards travel app shopping were predominantly determined by „perceived relative advantages“, compatibility and complexity (e.g., Lim et al. 2022). Attitudes can be influenced by previous experiences with travel technology, social recommendations, and perceived entertainment value. Our results suggest that tourism stakeholders should focus on enhancing users' attitudes by highlighting the advantages of travel applications through targeted marketing campaigns and user testimonials. Interactive features such as augmented reality navigation, gamification, and loyalty rewards can also contribute to a more favorable perception of travel apps. Emerging technologies such as artificial intelligence, augmented reality, and virtual reality have the potential to enhance personalization and create more engaging, immersive interactions throughout various stages of the user journey under different temporal conditions (Tarnanidis 2023). Future research could explore how cultural differences and personality traits influence tourists' attitudes toward technology adoption in different regions.

Our findings confirm that trust plays a significant role in shaping tourists' intentions to adopt travel applications, supporting H4. Trust in both the application provider and data security is crucial, as travelers are often required to share sensitive personal and financial information when using digital platforms. This result is consistent with previous studies highlighting the importance of trust in technology adoption, particularly in online and mobile commerce (Albayrak et al. 2023; Choi et al. 2023; Hassan et al. 2024; Hua et al. 2021; Kim 2016; Liu et al. 2023; Medeiros et al. 2024; Mishra et al. 2023; Wu and Lee 2017). Su et al. (2022) discovered that both „perceived ease of use and perceived usefulness“ had a positive impact on customer trust in mobile food delivery apps. This trust, in turn, contributed to increased customer loyalty toward these platforms. In the travel industry, trust is influenced by factors such as „performance expectancy, facilitating conditions, and social influence“ (Mishra et al. 2023). Hua et al. (2021) suggest that trust in technology develops through user experiences, particularly their perceptions of its usefulness and ease of use. Our study suggests that enhancing trust can be achieved through secure payment gateways, clear privacy policies, and partnerships with reputable tourism providers. Furthermore, integrating blockchain technology and biometric authenti-

cation could strengthen users' confidence in app security. Given that trust is a multi-dimensional construct, future research could examine how different dimensions of trust – such as trust in technology, trust in providers, and trust in regulatory frameworks – interact to influence adoption decisions.

6 Conclusions — This study explored the key factors influencing international tourists' intentions to adopt travel applications in Algeria by extending the Technology Acceptance Model (TAM) with the construct of Trust. The empirical findings demonstrate that perceived usefulness, perceived ease of use, attitude, and trust each play a significant and positive role in shaping adoption intentions. These results affirm the foundational principles of TAM while highlighting the additional explanatory power gained by integrating trust—particularly in the context of digital tourism, where concerns over data privacy, app reliability, and service authenticity are increasingly prevalent.

The study confirms that both functional aspects (usefulness and usability) and psychological dimensions (attitude and trust) are crucial in influencing user behavior. In doing so, it reinforces the need for a holistic approach to technology design and implementation that addresses not only efficiency and convenience but also emotional and cognitive responses such as confidence and security.

Importantly, this research offers a context-specific contribution by focusing on Algeria, a relatively underrepresented setting in digital tourism studies. The validation of the extended TAM model within this environment adds empirical depth to the growing body of literature on technology adoption in emerging tourism destinations and provides a foundation for improving the design, promotion, and regulation of digital travel services.

6.1 Practical implications — The findings offer valuable insights for travel app developers, tourism businesses, and policymakers. First, app designers should prioritize user experience by enhancing perceived usefulness and ease of use. This can be achieved through personalized recommendations, seamless navigation, and AI-driven support features. Given that attitudes significantly influence adoption intentions, developers should also focus on creating engaging and enjoyable user experiences, incorporating features such as gamification and augmented reality to increase user engagement.

Second, the strong impact of trust on adoption intentions highlights the need for robust security measures. Travel app providers should implement transparent privacy policies, secure payment gateways, and authentication mechanisms to reassure users about data protection. Tourism businesses can also leverage trust-building strategies, such as verified customer reviews and partnerships with established brands, to enhance credibility. Policymakers, in turn, should work on regulatory frameworks that ensure data security and ethical digital tourism practices.

In summary, enhancing travel app adoption requires a concerted effort that spans technical excellence, trust-building mechanisms, engaging user experiences, and strong institutional support. By addressing these areas holistically, stakeholders can foster greater digital engagement and elevate the overall quality of tourism services in emerging markets such as Algeria.

6.2 Limitations and future research — While the study makes several important contributions, certain limitations must be acknowledged. First, the use of a relatively small, convenience-based sample may affect the generalizability of the findings. Future research should consider employing larger and more diverse samples to validate the model across different demographic and cultural groups. Second, the focus on international tourists in Algeria limits the contextual scope of the study. Comparative or cross-national research could help determine whether these relationships hold in other regions or among domestic travelers. Third, while the extended TAM provided valuable insights, the model can be enriched further by including additional constructs such as social influence, perceived risk, hedonic motivation, or habit. Future research could also integrate or compare different theoretical models—such as UTAUT, TPB, Innovation Diffusion Theory, or Trust-based frameworks—to capture more complex behavioral drivers. Finally, examining how advanced features (e.g., AI personalization, blockchain security) impact adoption could offer deeper insights into emerging trends in travel technology.

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Kľúčové slová | Key Words — Technology Acceptance Model (TAM), digital tourism, tourist behavior, travel app, trust, tourism marketing, international tourists | *model akceptácie technológie (TAM), digitálny cestovný ruch, správanie turistov, cestovná aplikácia, dôvera, marketing cestovného ruchu, zahraniční turisti*

JEL klasifikácia | JEL Classification — M31, O33, Z32

Résumé — **Zámery prijatia cestovných aplikácií: Rozšírenie modelu akceptácie technológie o dôveru**
Zavedenie cestovných aplikácií výrazne zmenilo odvetvie cestovného ruchu tým, že zvýšilo dostupnosť, pohodlie a efektívnosť plánovania ciest. Pochopenie faktorov, ktoré vedú k zámerom zahraničných turistov prijať cestovné aplikácie, je naďalej veľmi dôležité, najmä na rozvíjajúcich sa trhoch cestovného ruchu, ako je Alžírsko. Táto štúdia rozširuje model akceptácie technológií (Technology Acceptance Model – TAM) o dôveru s cieľom preskúmať jej úlohu pri formovaní zámerov turistov prijať aplikácie. Údaje boli získané od 168 zahraničných turistov pomocou štruktúrovaného dotazníka. Vo výskume sa použila viacnásobná lineárna regresia na analýzu vzťahov medzi vnímanou užitočnosťou, vnímanou jednoduchosťou používania, postojom a dôverou pri predpovedaní zámeru prijatia. Zistenia ukázali, že všetky štyri predpokladané vzťahy sa potvrdili, čo naznačuje, že vnímaná užitočnosť, vnímaná jednoduchosť používania, postoj a dôvera pozitívne ovplyvňujú zámery turistov prijať cestovné aplikácie. Model vysvetlil 50.90% rozptylu v úmysle prijatia. Tieto zistenia ponúkajú teoretické a praktické poznatky o prijímaní cestovných aplikácií s dôsledkami pre vývojárov aplikácií, zainteresované strany v cestovnom ruchu a tvorcov politik pri zlepšovaní digitálnych služieb cestovného ruchu v Alžírsku.

Kontakt na autorov | Address — Manel Kebab, University Ferhat Abbas of Setif 1, El Bez Campus, Setif, 19137 Algeria, e-mail: manel_kebbab@yahoo.fr

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PRIVACY IN MARKETING COMMUNICATIONS: A CHANGING LANDSCAPE WITH CHALLENGES AHEAD

In the digital age, privacy has emerged as one of the most pressing ethical and legal concerns, particularly in the domain of marketing communications. With the increasing reliance on data-driven technologies, businesses can tailor advertising to individual users through mechanisms such as cookies, micro-segmentation, and the international acquisition and transfer of consumer data. Yet this trend raises profound questions: How has our understanding of privacy evolved over time? What are the consequences of trading personal data for digital convenience? And how do we balance the desire for connection with the need for personal boundaries?

Historically, the concept of privacy as we understand it today barely existed. In medieval Europe, for instance, people lived communally, and most families occupied single-room dwellings, with little to no separation between public and private life. Secrets were uncommon, and the notion of an „inner life“ was neither widely acknowledged nor culturally significant. It was not until the rise of the Enlightenment and the advent of modernity that privacy began to emerge as a recognized social and moral value. The growth of private property, the spread of literacy, and the evolution of bourgeois family life all contributed to a new belief: that individuals are entitled to personal space and that one's mental and emotional life can and should remain private from others.

By the 20th century, privacy was closely associated with individual freedom and autonomy. The home became a protected zone, and legal systems increasingly recognized privacy as a human right. However, the digital revolution has dramatically shifted this paradigm. We are now living in the „post-privacy“ era, in which people voluntarily and continuously give up personal data in exchange for convenience, entertainment, and/or social connectivity.

This voluntary exposure blurs the line between public and private spheres. For younger generations especially, privacy can seem like an outdated concept – something traded away for likes, followers, and social validation. At the same time, people of any age are becoming increasingly aware of how their data is used and sometimes misused. Scandals involving data breaches or unethical targeting (such as the MailChimp 2023 case combining both) have triggered waves of public concern, though sustained behavioral change remains limited.

Most users are unaware of how much data is being collected, and even when they are, they may feel powerless to opt out. One of the most widespread tools used to enhance impact of online marketing communications is the tracking cookie. These small pieces of code, embedded in websites and applications, collect information

about users' browsing behavior. This data allows marketers to create profiles and serve personalized ads that achieve higher conversion rates. Privacy becomes less of a right and more of a trade-off. Users receive more relevant offers, while businesses achieve higher returns on their advertising spend.

By analyzing behavioral data, social media activity, and even emotional cues, marketers can group consumers into specific segments – „fitness-focused millennial moms,” for instance, or „budget-conscious Gen Z students interested in sustainability”. This allows for incredibly precise targeting, down to the timing and tone of an ad. Moreover, this process often involves the use of third-party data brokers who aggregate and sell personal information without the explicit consent of the user. This commodification of psychological profiles challenges traditional notions of consent and informed participation.

As companies operate across multiple countries, data collected in one jurisdiction may be processed or stored in another. This creates regulatory tensions, especially between regions with different privacy standards. For example, the European Union's General Data Protection Regulation (GDPR) imposes strict rules on data transfer to countries that lack adequate privacy protections. When data crosses borders, consumers may lose the protection of their local laws, often without realizing it. A user in Germany might interact with an American app that stores data in Singapore – raising questions about which nation's laws apply and who is responsible for safeguarding that information.

Despite these risks, people continue to share vast amounts of personal information online – often voluntarily. Social media platforms are built on the premise that users will trade privacy for visibility and connection. Sharing photos, status updates, location data, and even intimate thoughts has become normalized. Platforms like Instagram, TikTok, and Facebook are not only social tools but also marketing engines that monetize user engagement through targeted ads.

In this environment, many individuals face a difficult choice: how to remain socially connected without sacrificing all aspects of their personal privacy. Some opt for digital minimalism, carefully curating what they share and with whom. Others adopt privacy-enhancing tools like ad blockers, VPNs, or encrypted messaging apps. But for many, the convenience and social rewards of digital life outweigh the abstract risks to their personal data.

Privacy in marketing communications is not a static issue – it is a moving target shaped by technological advances, cultural shifts, and regulatory changes. From the communal life of the medieval age to the individualism of the digital era, our expectations around privacy have evolved. Today, cookies, personalized ads, micro-segmentation, and international data transfers are just the surface layer of a much deeper transformation: the merging of consumerism with personal identity.

In the digital era, personal life and consumption behaviors have become deeply intertwined, often to the point where they are indistinguishable. Social media platforms, lifestyle apps, and e-commerce sites encourage users to express their identities through the products they purchase and display. What people wear, eat, listen to, or travel to is frequently shared online, turning private preferences into public performances. At the same time, algorithms track these behaviors to personalize advertising, reinforcing the cycle of self-expression through consumption. This dynamic

creates a feedback loop in which personal identity is both shaped by and continuously influencing marketing strategies, blurring the line between authentic selfhood and curated consumer personas.

Résumé — Soukromí v marketingové komunikaci: Situace a výzvy

V digitálním věku se ochrana soukromí stala jedním z významných etických a právních témat, zejména v oblasti marketingové komunikace. Díky technologiím založeným na datech mohou zadavatelé personalizovat reklamu pomocí cookies, mikro-segmentace či mezinárodního přenosu a obchodu s uživatelskými daty. Koncepce (ochrany) individuálního soukromí se tak mění z lidského práva na předmět obchodní směny. Historicky bylo soukromí prakticky neznámý pojem; lidé žili veřejně a sdíleli prostory i životy. Teprve s nástupem modernity a osvícenství se soukromí začalo vnímat jako hodnota. Dnes se však osobní život a spotřební chování natolik propojily, že jsou téměř nerozlišitelné. Sociální sítě a digitální platformy podporují uživatele, aby se vyjadřovali skrze produkty, které konzumují, přičemž algoritmy tato data dále využívají pro cílenou reklamu. To vytváří uzavřenou smyčku, ve které je osobní identita formována skrze (s)potřebu a zároveň ji zpětně ovlivňuje.

Kontakt na autorov | Address — doc. Ing. Pavel Štrach, Ph.D., Ph.D., Škoda Auto University, Marketing and Management Department, Na Karmeli 1457, 293 01 Mladá Boleslav, Czech Republic, e-mail: pavel.strach@savs.cz

SOUTĚŽ MARKETÉR ROKU 2024 MÁ SVÉHO VÍTĚZE

V podvečer 22. května 2025 na Pražském hradě Česká marketingová společnost slavnostně zveřejnila výsledky jubilejního 20. ročníku prestižní soutěže Marketér roku 2024. Titul hlavního vítěze a ocenění Velký modrý delfín získal Robert Chmelař, marketingový ředitel Partners banky, za výjimečný přínos k budování značky nové bankovní instituce na českém trhu.

Soutěž se koná od roku 2005 a každoročně oceňuje výrazné osobnosti, které přispívají nejen k rozvoji marketingu ve své organizaci, ale i k obecnému posunu oboru. Nad soutěží i letos převzal záštitu světově uznávaný odborník prof. Philip Kotler.

Předsedou hlavní poroty byl doc. Ing. Miroslav Karlíček, Ph.D., proděkan Fakulty podnikohospodářské VŠE v Praze, který ocenil vysokou kvalitu přihlášených projektů a důraz na inovaci a strategické myšlení v marketingu.

Velký modrý delfín – hlavní cena soutěže — Robert Chmelař, marketingový ředitel, Partners banka za výjimečný přínos k budování značky nové bankovní instituce na českém trhu

Zlatý delfín — Jindřich Hovorka, Bauhaus za strategickou kampaň „Když myslíte na dům nebo zahradu, slyšíte Bauhaus“

Zelený delfín — Vít Vojtěch, Penny Market za projekt „Udělejte si kurz první pomoci s Penny zdarma“

Růžový delfín — Jan Kodada, Gebrüder Weiss za realizaci slavnostního eventu při spuštění FVE Gebrüder Weiss spojený s úspěšnou PR kampaní

Malý zlatý delfín —

- | Regina Netolická, Gorenje za realizaci aktivit k 200-letému výročí značky MORA a posílení všech brandů společnosti
- | Pavel Moravec, JLV za strategickou spolupráci s AKC a Mílou Fürstovou pro menu ČD Restaurant se servisem
- | Adam Sedláček, Penam za projekt „Dinoo – Kamarádi co hlad zaženou“
- | Lukáš Přívratský, Head of Digital and Innovation a Adéla Babišová, ředitelka marketingu, Respect Group, a. s. za projekt klientské aplikace „eRko“
- | Jan Filipovič, Templářské sklepy Čejkovice za revitalizaci značky Templářské sklepy Čejkovice – Templáři jsou zpět

Malý stříbrný delfín —

- | Pavel Zavadil, Anthony's za sérii videospotů „Akční sporty v obleku od Anthony's“



DRŽITEL VELKÉHO MODRÉHO DELFÍNA ROBERT CHMELAŘ, MARKETINGOVÝ ŘEDITEL PARTNERS BANKY

AUTOŘI FOTOGRAFIÍ: LUBOŠ J. MAREK – BOHEMIA WERBUNG, RADIOHOUS, ČMS

- | Gabriela Zmeková, Bohemia Properties (JAN Hotels) za nový positioning produktu a rebranding hotelu BOOKQUET
- | Jana Berková, Magistrát hl. m. Prahy za projekt revize vizuální identity hlavního města Prahy
- | Radka Zmeková, Mlékárna Hlinsko za projekt Pikao Grand Showtime
- | Zbyněk Vičar, Vinařský fond za projekt Vinfluenceři – ambasadoři Vín z Moravy, vín z Čech

Čestná uznání za úspěšnou nominaci —

- | Luděk Nezmar, Acresia Consulting za projekt Prahou kyberbezpečně
- | Nikola Krejčová, Ambrozia za projekt Ambroziáda 2024, unikátní umělecký vzdělávací program pro mladší i starší děti
- | Patricie Irlveková, Ensana za projekt Klimaterapie – síla klimatu, síla značky
- | Martin Růžička, Nobilis Tilia za rozvoj zážitkových prodejen přírodní kosmetiky Nobilis Tilia
- | Věra Šejdová, United Bakeries za projekt Otáčíme kormidlem českého chleba – strategie vývoje čerstvých chlebů Odkolek pro měnící se trh

Marketér roku junior — V letošním jubilejním ročníku byla tradičně vyhlášena také studentská kategorie Marketér roku Junior, která dává prostor mladým talentům z vysokých škol a univerzit. Soutěž připravuje Klub učitelů marketingu ve spolupráci s Českou marketingovou společností. Garantem kategorie Marketingová strategie byl Libor Nečas, zatímco za kategorii Marketingová kampaň odpovídala Lucia Spálová. Tématem bylo: „Jak úspěšně komunikovat značku v polarizované společnosti“.

Kategorie Marketingová strategie — Štěpánka Di Maio, Beáta Postlová – ČVUT, Masarykův ústav vyšších studií za projekt: „Poznej svět. Změň názor.“ – marketingová komunikační strategie pro NGO Genesis

Kategorie Marketingová kampaň — Viktória Antolová, Kamila Košecká, Denisa Sládečková – UKF Nitra za projekt: „SOCIA“ – zařízení sociálních služeb SOCIA Nitra, poskytující ambulantní služby pro děti a mladé dospělé s postižením

DICTIONARY OF USEFUL MARKETING TERMS ◦

open access | otvorený prístup — Open access to market data allows small firms to compete more effectively. | *Otvorený prístup k údajom o trhu umožňuje menším firmám efektívnejšie konkurovať.*

open dating | zverejnenie dátumu (zvyčajne spotreby) — Open dating on packaging helps consumers make competent decisions. | *Zverejnenie dátumu spotreby na obaloch pomáha spotrebiteľom robiť kompetentné rozhodnutia.*

open-door policy | politika otvorených dverí — The manager's open-door policy encouraged open communication in the department. | *Manažérová politika otvorených dverí podporovala otvorenú komunikáciu na oddelení.*

open economy | otvorená ekonomika — An open economy attracts foreign investment and increases trade opportunities. | *Otvorená ekonomika priťahuje zahraničné investície a zvyšuje obchodné príležitosti.*

open-ended questions | otvorené otázky — In market research, open-ended questions reveal deeper consumer motivations. | *V marketingovom výskume odhaľujú otvorené otázky hlbšie spotrebiteľské motivácie.*

opening | otvorenie, úvod — The opening of the new flagship store attracted thousands of visitors. | *Otvorenie novej vlajkovej predajne prilákalo tisíce návštevníkov.*

opening hours | otváracie hodiny — Please check our updated opening hours during the holiday season. | *Skontrolujte si, prosím, naše aktualizované otváracie hodiny počas sviatočného obdobia.*

opening price | uvádzacia cena — The product launched at an opening price of €29.99 to attract early buyers. | *Produkt bol uvedený na trh s uvádzacou cenou 29,99 €, aby prilákal prvých zákazníkov.*

opening sentence | úvodná veta — The opening sentence of an advertisement must capture attention immediately. | *Úvodná veta v reklame musí okamžite upútať pozornosť.*

operate | prevádzkovať — They operate a chain of eco-friendly cafés across Europe. | *Prevádzkujú sieť ekologických kaviarní po celej Európe.*

operating capital | prevádzkový kapitál — The company needs more operating capital to handle seasonal demand. | *Spoločnosť potrebuje viac prevádzkového kapitálu na zvládnutie sezónneho dopytu.*

operating system | operačný systém — The new app is compatible with all major operating systems. | *Nová aplikácia je kompatibilná so všetkými hlavnými operačnými systémami.*

opinion | názor — Consumer opinion plays a major role in shaping brand reputation. | *Spotrebiteľský názor zohráva veľkú úlohu pri formovaní reputácie značky.*

opinion leader | názorový vodca, opinion leader — Influencers often act as opinion leaders in digital marketing. | *Influenceri často pôsobia ako názoroví vodcovia v digitálnom marketingu.*

opinion poll | prieskum verejnej mienky — An opinion poll showed that 65% of consumers prefer online shopping. | *Prieskum verejnej mienky ukázal, že 65% spotrebiteľov uprednostňuje online nakupovanie.*

opinion research | výskum/prieskum mienky/názorov — Opinion research helps brands understand what their audience really thinks. | *Výskum názorov pomáha značkám pochopiť, čo si ich cieľová skupina skutočne myslí.*

opportunity | príležitosť — A market opportunity arises when unmet customer needs align with a company's strengths. | *Príležitosť na trhu vzniká, keď sa nenaplnené potreby zákazníkov zhodujú so silnými stránkami spoločnosti.*

opt | rozhodnúť sa, zvoliť si — Many consumers now opt for sustainable brands over traditional ones. | *Veľa spotrebiteľov sa dnes rozhoduje pre udržateľné značky namiesto tradičných.*

opt in | súhlasiť s účasťou, prihlásiť sa (dobrovoľne) — Customers must opt in to receive promotional emails under GDPR rules. | *Zákazníci musia dobrovoľne súhlasiť s odoberaním reklamných e-mailov podľa pravidiel GDPR.*

opt out | odhlásiť sa / nesúhlasiť s účasťou — Consumers can opt out of targeted advertising in their account settings. | *Spotrebiteľia sa môžu v nastaveniach účtu odhlásiť z odoberania cielených reklám.*

optic | optický — The campaign used advanced optic effects to capture consumer attention. | *Kampaň využila pokročilé optické efekty na upútanie pozornosti spotrebiteľov.*

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STRATEGICKÝ MARKETING

**A TALENT MANAŽMENT
V PODPORE REINTEGRÁCIE ŽIEN
PO RODIČOVskej DOVOLENKE**

TRAVEL APP ADOPTION INTENTIONS:

EXTENDING THE TECHNOLOGY

ACCEPTANCE MODEL WITH TRUST

PRIVACY IN MARKETING

**COMMUNICATIONS: A CHANGING
LANDSCAPE WITH CHALLENGES**

AHEAD

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