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# Roles of Employer Brand Trust and Brand Value on Employer Attractiveness and Job selection of the Prospective Job Applicants

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# **Roles of Employer Brand Trust and Brand Value on Employer Attractiveness and Job Selection of the Prospective Job Applicants**

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## ABSTRACT

**Research Title:** Roles of employer brand trust and brand value on employer attractiveness and job selection of the prospective job applicants

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To compete in nowadays business environment, one focus that an organization should not overlook is the quality of the employees since it undoubtedly influences the organizational performance and leads to organizational success. The effectiveness of the Job employment process has been issued in the human resource field for decades. “Employer branding” is a human resource strategic tool that the organization can use to obtain the talented and skillful employees who fit well with the organization and its requirements while “employer attractiveness” extended from the employer branding has been also emphasized. Brand trust, brand image, brand sincerity, brand competence, and brand affects are emphasized in this study since they would lead to the perceived value of the brand of the employer firm. The job seekers would perceive a firm as attractive if they receive positive information from the firm and perceive the firm as high fit with them. Consequently, applying a job at that particular firm could be expected. The question, ***“How does the employer branding affect the employer’s brand value, employer attractiveness, and job selection of the prospective job applicants?”*** was proposed in this research.

The methodology used in this research can be categorized into two parts, development of employer attractiveness scale and examining the relationship between employer branding, employer brand value and intention of the job seekers to apply for the job at the attractive firm. The 30-item measurement scale for employer attractiveness was

obtained from the first part. The questionnaire survey was conducted with 1,128 job seekers who were the last year students of three universities. Five industries of the firms that the job seekers would like to work with were focused. Structural equation modeling with multiple group analysis together with one way ANOVA and independent sample t-test were adopted to test the research framework and related hypotheses.

The results indicated the significant relationship between all employer branding constructs and employer brand value except brand competence. The significant relationship between brand competence, brand affect, and brand trust and employer attractiveness were also found. Employer brand value was significantly related to employer attractiveness and but not significantly related to intention to apply for the job. Significant relationship between employer attractiveness and intention to apply for the job at their favorite firms was shown. Significant differences of some constructs between gender and among job applicants who had different GPA and different favorite firms were found. Moreover, the difference of the SEM models of the job applicants who would like to work in different industries was found.



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# CHAPTER 1

## INTRODUCTION

### 1.1 Background and Rationale of the Study

To succeed in the high competitive business environment, quality of the employees is one of the most important issues of the organization since the organizational performance depends largely on the performance of its employees. Human resource can be said to be an important resource that leads to the competitive advantage of the organization. Job recruitment is the main process to help organization getting qualified employees with specific characteristics and skills that are required by the work position and congruent with the organizational value and practices. Even though there are a large amount of new graduates each year, many firms could not recruit the employees with the required characteristics while many new graduates could not find the appropriate jobs.

According to Office of the Permanent Secretary Ministry of Education, Thailand ([www.ops.moe.go.th](http://www.ops.moe.go.th), 2016), there were 3.15 hundred thousand graduates in academic year 2014 in which 1.54 percent of them was still unemployed within one year after graduation ([www.isranews.org](http://www.isranews.org), 2016). Thairath News (Thairath online: [www.thairath.co.th/](http://www.thairath.co.th/), April 5, 2016) reported the survey results conducted by the Jobsdb.com which is a well-known job recruitment agent in Thailand that there are some reasons for the unemployment of the new graduates. The most important one is about the selection of the jobs and organizations. Lots of graduates would like to get the jobs in the large or well-known firms such as PTT, SCG, and some other firms while the job opportunities in those firms are limited. Thus, the well-known firms seem to gain benefits from large amount of job applicants that they can select. With a large numbers of choices, the firm would have more opportunity to gather the qualified employees. For the job applicants, on the contrary, not all are selected by the large-sized or well-known firms. Lots of job applicants are left out with unemployment.

In contrast, a large amount of the firms that might be small or medium in size but have good job opportunities and future job advancement are overlooked by the job applicants since their names are not that well known. As the firms are not known or are not in the mind set of the graduates and other job applicants, the jobs available in those firms are not in the mind of the job applicants. This means that these SMEs would not be in the consideration set of the job applicants. On the other hand, the name of the firm may be known but the knowledge and information about the firms are insufficient. This may lead to insecure feeling toward working with the firm in many aspects such as monetary benefits, job security, job advancement, job opportunity, personal growth, as well as the social image of the job applicants. This would end up with the same results i.e. these particular firms may be overlooked by the potential job applicants.

Schneider et al (1987; 1995) proposed the Attraction-Selection-Attrition Theory to explain the job recruitment process. Job applicants with different personality, value, and personal interests are attracted by different types of jobs. Mostly, they try to find the job and the job environments that fit well with their internalization. Thus, the job applicants would select and apply for the jobs that are available at the organizations that are suitable for them. For the organizations, after getting the applications from the job applicants, they would consider the applicants' profiles and select the ones who are compatible with the nature of the job and its internalization i.e. value, culture, and personality of the organization. Thus, only potential employees, in the organization's perspective are selected and have the opportunity to get the job. However, after joining the organization, if either the organization or the employee or both parties found the incongruence or incompatibility between each other, the relationships would be terminated. The employees might resign or the firm might discontinue the employee status. Hence, the attrition, which said to be unexpected and undesirable, occurs. The organization had to recruit the new employee while the just-unemployed employee must search for the job again. The attrition is the waste for both parties in term of time, effort, and money.

Gomes and Neves (2011) concluded from their research that the job applicants had three main stages of job selection intention i.e. 1) to apply to a job vacancy, 2) to

pursue a job, and 3) to accept a job. Prospective employees, firstly, search for the job choices i.e. the job vacancies that are available for them (Pounder & Merrill, 2001). However, only attractive jobs at the attractive firms would be considered. Job pursues and job acceptance will be performed after job selection. The process of selection of the job vacancies is important for the organization since it is the first stage that makes an opportunity for the organization to be able or unable to gain a qualified employee. Understanding the factors affecting the selection decision process of job vacancies of the prospective employees would be beneficial to the firm. Specific and effective strategies can be designed to attract the job applicants who have high potentials. More number of applicants would help the firm to get more valuable choices of the applicants. Thus more opportunity to get qualified employees would be obtained. High qualified employees whose internalization fit well with that of the organization would help strengthen the performance of the firm. Consequently, the competitive advantages would be gained.

## **1.2 Statement of the Problem**

To communicate with the prospective employees, “employer branding” is a human resource strategic tool that the organization can use to obtain the talented and skillful employees who fit well with the organization and its requirements. Employer branding concept has been proposed by Simon Barrow in early 1990s (cited in Tüzüner & Yüksel, 2009). Employer branding is the application of the concept of brand that helps a firm to communicate with its employees. Employer branding was defined by Ambler and Barrow in 1996 as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (p. 187).

Branding the employees is the communication between the firm and the prospective employees i.e. the job applicants. The attributes of employer brandings are somewhat different from the attributes of the brand of the product that the firm used to communicate with the customers. The product features such as product quality, innovation, variety, as well as service quality and sales promotion may be not the first priority for the employer branding but its brand image, brand sincerity, brand



competence, brand affects, brand trust and other brand personality would be important to communicate to the prospective employees than the product and/or service itself. This is because the employees, as a part of the firm, would identify themselves with the firm. The clear information about what the brand is would help the potential employees to decide how much that the firm fit with them. The potential job applicants who receive such information from the brand communication and perceive the firm as high person-organization fit would perceive the firm as high value and would like to select the firm. Consequently, employer attractiveness and job selection could be expected. Thus, the question, ***“How does the employer branding affect the employer’s brand value, employer attractiveness, and job selection of the prospective job applicants?”*** was proposed in this research. The answer obtaining from the research would enhance the understanding on the perception, attitude and potential behavior of the job applicants. Then, the effective and efficient recruitment process and strategies would be created as a result while the higher organizational performance would be expected in the future.

### 1.3 Research Objectives

To understand the effect of the employer branding on the brand value and perceived attractiveness of the employer as well as the intention to select the job of the prospective job applicants, seven objectives were proposed in this research:

- 1) To study the employer branding and employer attractiveness in Thai context.
- 2) To specify the dimensions and framework to measure employer attractiveness.
- 3) To develop the employer attractiveness scale.
- 4) To identify the effects of the employer branding on employer brand value and perceived employer attractiveness.
- 5) To identify the relationship between perceived brand value, employer attractiveness and intention to select the job of the prospective job applicants.
- 6) To compare the level of the employer branding, employer attractiveness, and perceived brand value among job applicants with different favorite firm to apply.
- 7) To compare the level of the employer branding, employer attractiveness, and perceived brand value among job applicants with different demographical data.

## 1.4 Scope of Study

This research aimed to understand the perception on employer's brand image, brand sincerity, brand competence, brand affect, brand trust, and brand value as well as the employer attractiveness in the prospective job applicants' point of views. Students enrolling in the last year of undergraduate study were focused as the target population of the study. Students from three private universities were purposively selected. Five industries in the job market that most job applicants would like to work with were selected as the proxy of the employers. The five industries were selected based on the data gathering from the interviews that were held in the exploratory stage of this research.

Employer attractiveness scale was developed. The first draft measurement items were generated from the literature review as well as the focus group interviews with the last year university students who were searching for the jobs. Scales were purified and validated by the Cronbrach's alpha coefficient analyses, item-to-total analysis, exploratory factor analysis and also confirmatory factor analysis. Then, questionnaire survey was designed. The "employer branding survey" questionnaire was developed to measure all related variables. Students enrolling in the last year of their undergraduate study were targeted population of the study. Quota sampling was applied to sampling 1,100 samples in five subgroups. Equal numbers of the samples, 220 each, were targeted for each group of students who select the employer's firm in different industries. In-person drop off technique were used to collect data. The surveyors went to the three targeted universities to hand in the questionnaire to each sample. Structural equation modeling were used as the major data analysis tool to examine the research framework and test hypotheses. One-way ANOVA, independent sample t-test and multiple group analysis of the SEM were also applied.

## 1.5 Significance of the Research

Job recruitment process, as the firm's function, and job selection which is done by the job applicants are significant parts of the job employment process. The effectiveness of this process is the results of the actions of both parties. The firm would like to get

the new employees whose personality and value are compatible with that of the firm. Employees also want to get the job at a firm that they can work with and adjust themselves well. The matching of the person and firm is important to make a firm recruit and retain valuable employees. High organizational performance can be expected if the fits between both parties is revealed. The job recruitment-selection process begins with the information provided by the firm and searched by the prospective job applicants. If the information the job applicants could obtain are valid and sufficient, they may apply for a job at the firm after considering that this particular firm matches well with what they want. Then, the firm would select the new employees from the applicants. If the information provided by the firm is sufficient but not valid, the job applicants may select the wrong place that mismatch with their internalization, the attrition would be resulted.

Employer branding is an effective way that the firm communicates to its prospective employees on the general information about the firm itself as well as the value, culture, and even social and psychological requirements and so on. This research aims to study five constructs of the employer branding i.e. brand image, brand sincerity, brand competence, brand affect, and brand trust that affect brand value, employer attractiveness, and intention to apply for a job. The results from this research would help people in human resource management field as well as the business owners to understand the perception and attitude of the prospective job applicants. The understanding of the required characteristics of each aspect of the employer branding and the effect of each aspect on the perceived value of the employer brand and the attractiveness of the employer in the job applicants' point of view would help the responsible persons of the firm to create the HR strategies to win the mind of the job applicants. As the comparisons of all constructs among groups of job applicants with different favorite potential employers and different demographical background would help the responsible persons to design for the sophisticate HR strategies to attract the right group of the job applicants. Thus, getting more choices of the applicants and obtaining the job applicants that suit well with the organization would be beneficial for the organization in the long run.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Employer Branding**

Many researches such as those of Chaudhuri and Holbrook (2001), Bechara and Damasio (2005), Naqvi et al. (2006) and Sung and Kim (2010) studied the effects of brand on emotional response and decision making of people in consumer context. Several traits were determined to explain the personality of the brand such as brand trust, brand competence, brand affect and so on. Some traits were borrowed from psychology discipline i.e. personality trait of human being while some were specially created to explain the brand since human traits and brand traits are different by nature. Each trait of the brand seems to have different influence on people attitude and behavior.

The concept of brand personality was created in the field of consumer behavior. Recently, it has been adopted and used in human resource field. Employees are perceived as the internal customers (Grönroos, 2000) that could be attracted by the brand of the employer similar to the consumer that can be attracted by the brand of the products. “Employer brand” was introduced to the field of strategic human resource management in early 1990s by Simon Barrow. The initial definition of the employer branding was given by Ambler and Barrow in 1996 as functional, economic and psychological benefits that the employees could be gained when identifying with the employing company. The concept of employer brand is not different from the brand of the product in marketing field. Consumers could earn more self-image when they associate themselves with the brand of the products that they bought. Employees could also earn more self-image when they associate themselves with the brand of firm that they work with. Emotional attachment occurs between the employer brand and the potential employees. Organizational value and internalization could be transformed from the organization to its employees when they work in that firm for a period of time. Consequently, employees could also earn more positive self-image if

the firm has positive brand and if the characteristics of employer's brand match well with employees.

Employees can communicate their status such as value expression, moral standards, social adjustment, and so on when associating with the brand of the firm that they work with. As personality of the brand helps building the image of its employees, it would affect the perception and attitude of its prospective employees as well as their intention to select and apply for a job at the particular firm. The firm with positive brand image would attract the prospective employees. Consequently, the more prospective employees, with high potential would be obtained and more competitive advantage in the job market would be resulted.

Employer branding helps differentiate a firm from other competitors since its specific characteristics could be illustrated. A clear view of the firm could be promoted to its targeted potential employees (Backhaus & Tikoo, 2004). Employer brand, similar to the brand of the products for consumer, consists of several personality traits. Rampl and Kenning proposed seven traits of employer brand personality in their research in 2014 which are sincerity, excitement, sophistication, ruggedness, competence, affect, and trust. Some personality traits of the brand are emphasized in this study i.e. brand sincerity, brand competence, brand affect, and brand trust while brand excitement, brand sophistication, and brand ruggedness are not included since they are somewhat too specific to some kinds of firm. However, another trait, brand image, is included in this study. The details of each trait are discussed as follows:

Brand image is the unique perception or impression of the employee toward the mission, vision, and all characteristics of the firm in the big picture. It can be said to be a set of beliefs or general impression toward the firm. Employees may develop various associations with the employer's firm such as functional benefits, monetary benefits, psychological and social benefits, and so on. The employees may perceive the employer's brand in many attributes, automatically. Hence, the overall perception toward the brand is said to be the brand image. The functional, economical, and monetary related attributes are excluded from this study. Only social and psychological attributes of the brand are emphasized. Thus, the excitement and



sophistication attributes are focused. Some characteristics of the brand such as exciting, trendy, up-to-date, upper class, good looking, charming, popular, positive image, and so on can explain the employer's brand image.

Brand trust refers to the level of reliability, confidence, and trustworthiness of the employer that the employees can confide in if they are working with the firm. Employer brand trust is different from trust in the brand of the product or trust in service providers since employer brand trust would infer to trust in the working process, organizational process and all internalization of the firm (Searle et al., 2011). Some characteristics such as trust, reliable, safety, and security could reflect brand trust of the employer.

Brand sincerity is closely related to brand trust. Some keywords such as honest, sincere, real, genuine, heart-to-heart, by heart and so on can reflect the meaning of brand sincerity. Any activities delivered based on the promises given to the employees would illustrate the sincerity of the firm. Also, the decisions that concern the employees' benefits and well-being would also show the sincerity of the employer to its employees.

Brand affect refers to the emotional attachment between the employer and its employees. The psychological bonding could be developed if there are any activities that promote positive emotional response in the employee (Chaudhuri & Holbrook, 2001). Emotional attachment could not be created by only a few positive emotional responses. Positive emotional responses that occur repeatedly as usual from positive events made by the employer or occur spontaneously in the organization would, consequently, induce the brand affect in the employee's mind. The terms, positive feelings, sentiments, positive emotion, happiness, and so on would explain the characteristics of brand affect.

Brand competence means the ability of the firm to run its core business successfully, stably, and reliably. The core businesses here cover the routine work, day-by-day activities, as well as the capability to solve both routine and novel problems of the firm. High quality of product offered to the customers and high performance

management tasks would be the results of the competence of the firm. Successful business, market leader, hard-working, high performing, and so on would reflect the characteristics of brand competence.

## **2.2 Employer Branding and Employer Brand Value**

Brand value refers to the premium characteristic or the good quality of the brand that promotes people to pay more for the brand. For the value of the employer's brand, Schlager et al (2016) proposed five dimensions of brand value i.e. economic value, development value, social value, diversity value and reputation value. Economic value refers to the monetary benefits that the employees expected from the employer such as salary, extra payment, health benefits, retirement benefits, vacation and so on. Economic value was found in previous researches to influence employee's attitude and behavior. "Developmental value" as the second dimension of the employer brand value refers to opportunity to earn personal growth and advancement from the job such as good training, pursuing further study, working skills, and other organizational development programs as well as the recognitions and empowering from the organization and colleagues. The close relationship between developmental value and employees' attitude and behavior is also suggested by previous research results (Tansky & Cohen, 2001).

The third dimension is "social value". The interpersonal relationships with colleagues, co-work and supervisors are emphasized. Team work and team spirit, friendly relationships, qualified co-workers, good leader, respectful work environment are parts of social value. The significant effects of social value on employee's attitude, feeling, and behavior are also found in previous research (Schlager et al, 2016). The fourth dimension of employer brand value is diversity value. Novel jobs, challenging jobs, variety of jobs assigned to the employees can be perceived as the opportunity for the employees to show their skills, potential, and capability. For the last dimension, reputation value, this is the perception of the prospective employees on how well others perceived the employer's brand. High quality, well known, innovativeness of the products including the positive word of mouth toward the employer's brand

among friends could reflect the reputation value of the brand. Both diversity and reputation value were also found to relate to employee's attitude and behavior.

The value of the brand is resulted from the image and other characteristics of the employer's brand. All traits of employer's branding would influence the employee's perception on brand value. As such, the first hypothesis could be proposed as:

**Hypothesis 1:** Employer branding i.e. brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to employer brand value.

### 2.3 Employer Attractiveness

The concept of employer attractiveness is extended from the employer branding. The first focus was on the communication between the organization and its employees, both current and prospective as called internal and external employees. Some studies included employer attractiveness and employer branding together as the same concept (e.g. Bondarouk, Ruel, & Weekhout, 2012; Tüzuner & Yüksel, 2009; Berthon et al., 2005). However, some researchers do not agree with the combination of employer attractiveness and employer branding as one construct since the employer branding seems to be too broad and involves with too many concepts (Bach & Edwards, 2012). The employer attractiveness should be more specific in term of its capability to communicate and to attract the employee. The attractive characteristics or attributes of the organizations should be emphasized and be able to let the prospective employees i.e. the job seekers know so that the effective employment and job recruitment process can be proceeded.

The information that makes an organization attractive in the job seekers' perspective would help the organization to obtain high potential employees who would like to work in such organization. As the prospective employees receive valid, sufficient and appropriate information about the firm, they would be able to identify themselves whether they fit well with the organization. The right decision on job selection and

commitment with the organization would be resulted. This concept is consistent with the Schneider's attraction-selection-attrition theory of job socialization process.

Hedlund, Andersson and Rosén (2010) explained the three different phases that are involving in the perception of the job seekers on the employer attractiveness. First, the job seekers would perceive that the work and/or the organization is attractive and want to apply for a job at that firm. Second, they would want to stay working with the organizations for a long period of time. Third, the employees must be engaged in the organization.

Corporaal and van Riemsdijk (2013) explained the job seeking behaviors in term of the ways the job seekers determine the attractiveness of the employer from the study of Behling et al in 1968 in three steps. First, the job seekers weight the advantages and disadvantages that they may receive from the firm based on the objective factor theory. Second, the job seekers consider the fits between their emotional needs and how would the organizations help attaining their needs based on the image of the firm that they perceive. The subjective factor theory is applied. Finally, the critical contact theory is applied to determine the attractiveness of the firm from the treatment they receive during the recruitment process. Regarding the various issues in the three stages, the attributes that the job seekers consider are various and involved with both objective and subjective factors together with the personal consideration of the job seekers as well. Thus, the employer attractiveness must be a multidimensional construct that covers several job and organizational characteristics.

Employer attractiveness elements may vary from the tangible factor to management factors that are subjective. Tangible factors cover the location of the firm, the payment and physical work condition, the diversity of the employees, the variety of the task, and employment conditions and so on while subjective factors may be organizational image, leadership style, work-life balance, task identity, autonomy, flexibility, job security and so on. Aiman-Smith et al (2001) defined the employer attractiveness as the level of perception of the job seekers or prospective employees on the attractiveness of the firm i.e. how much they want to work with the firm or how much would they like to apply for the job at that firm.

Story Castanheira, and Hartig (2016) proposed that the employer attractiveness could be measured by five attributes i.e. 1) The effort that the job seekers use to get the job in that firm; 2) the interest of the job seekers on getting a job in that firm; 3) the favorableness of the job seekers on that firm; 4) the chance that the job seekers apply for a job in that firm; and 5) whether the job seekers apply for the job in that firm because they have no other choices that are better. However, these five attributes seem to measure the intention to apply for the job at a firm rather than the attractiveness of that firm.

Bakanauskienė et al (2014) also studied the employee expectation and employer attractiveness in Lithuania and concluded that the employer attractiveness could be categorized into three dimensions which are:

- 1) Job and job-related factors. This dimension covers several issues that are related to job such as work condition, team work, supervisor and colleagues, decision making process and possibility, self-expression, resources, job control, flexibility, and so on
- 2) Organization environment includes various organizational factors such as information flow, security, stability, appreciation of employee, conflict management, equality and fairness, effective feedback, organizational value, creativity, and so on.
- 3) Rewards and motivation. This dimension emphasizes on the organizational reward system, motivation, and compensation such as attractive salary, training and development, career opportunity, incentive, monetary and non-monetary rewards, and so on.

Even though the related dimensions and attributes are mentioned in the study of Bakanauskienė et al, only concepts of the related dimensions and attributes are described while the measurement or any empirical data on these attributes are not mentioned. Thus, the measurement scale for employer attractiveness is still not available. However, such scale may be developed based on their findings.



## **2.4 Employer Branding, Perceived Brand Value, Employer Attractiveness, and Intention to Apply the Job to the Firm**

The success of the firm to attract potential employees can be captured from the “employer attractiveness” which is the degree to which a potential employee perceive a firm as a favorite place to work or, on the other hand, the desirability to work for a firm (Aiman-Smith et al, 2001). Previous researches indicated that employer attractiveness is the key success of the firm in attracting the prospective job applicants (e.g. Gomes & Naves, 2011; Carless, 2003; Albinger & Freeman, 2000). As such, recruitment outcome would depend largely on the employer attractiveness (Carless, 2005).

Previous researches also suggested the relationship between employer brand image and employer attractiveness. Employer brand personality, brand affect and brand reputation are also mentioned in the previous researches on their significant influences on the perceived attractiveness of the employer (e.g. Rampl & Kenning, 2016; Berthon et al, 2005; Lievens & Highhouse, 2003). However, the effects of specific traits of employer’s brand on employer attractiveness are still not illustrated. Thus, the relationships between employer branding traits and employer attractiveness were proposed in this study. Moreover, the relationships between employer branding traits and intention of the employees on job application were also emphasized. Hence, the two sets of relationships could be proposed as Hypothesis 2 and hypothesis 3 as follows:

Hypothesis 2: Employer branding i.e. brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to employer attractiveness.

Hypothesis 3: Employer branding i.e. brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to intention to apply for the job.

As the relationship between employer attractiveness and job choices and employee’s attitude are suggested by the previous researches that were conducted in the western

context, these relationships are also proposed in this research since the emphasis of this current study is on Thai context. Thus, the next two hypotheses could be proposed as:

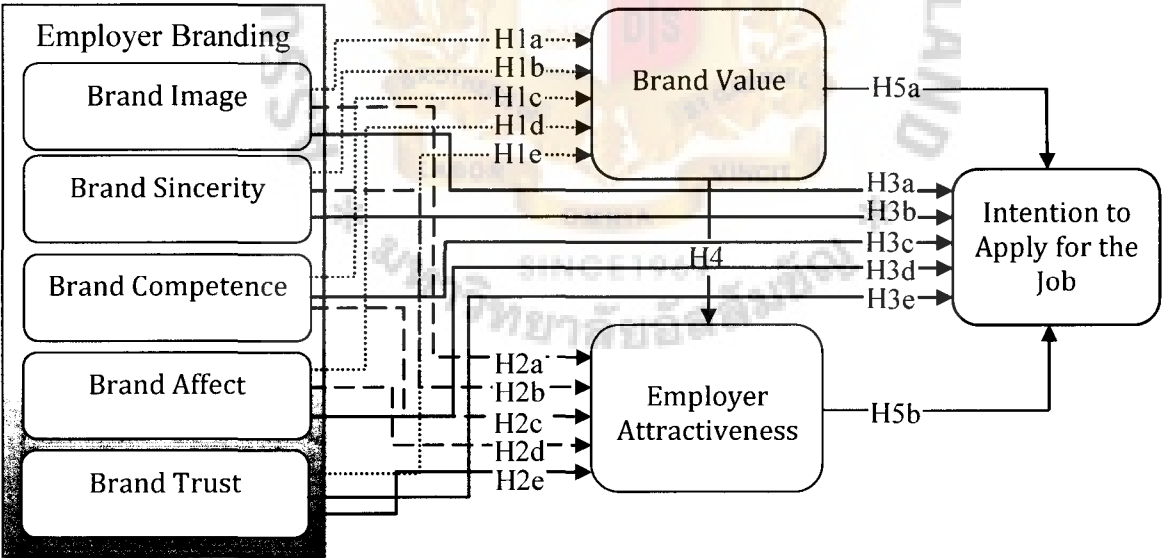
Hypothesis 4: Employer brand value is related to employer attractiveness.

Hypothesis 5a: Employer brand value is related to intention to apply for the job of the prospective job applicants.

Hypothesis 5b: Employer attractiveness is related to intention to apply for the job of the prospective job applicants.

Relationships among all related constructed can be presented graphically in Figure 1:

Figure 2.1: Research Framework



Based on the different demographic characteristics and preference on the types of the job or industry, the perception on employer brands, perceived brand value, and employer attractiveness among prospective employees who prefer to work in different industry and who have different demographic characteristics i.e. gender and GPA are compared. Thus, the additional two hypotheses are proposed as:

Hypothesis 6: The level of the employer branding i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust, as well as employer attractiveness, and employer brand value are different among job applicants with different gender (a), GPA (b), and favorite industry (c).

Hypothesis 7: Job applicants with different favorite industry have different relationships between employer branding i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust, employer attractiveness, employer brand value and intention to apply for the job at their favorite firm.

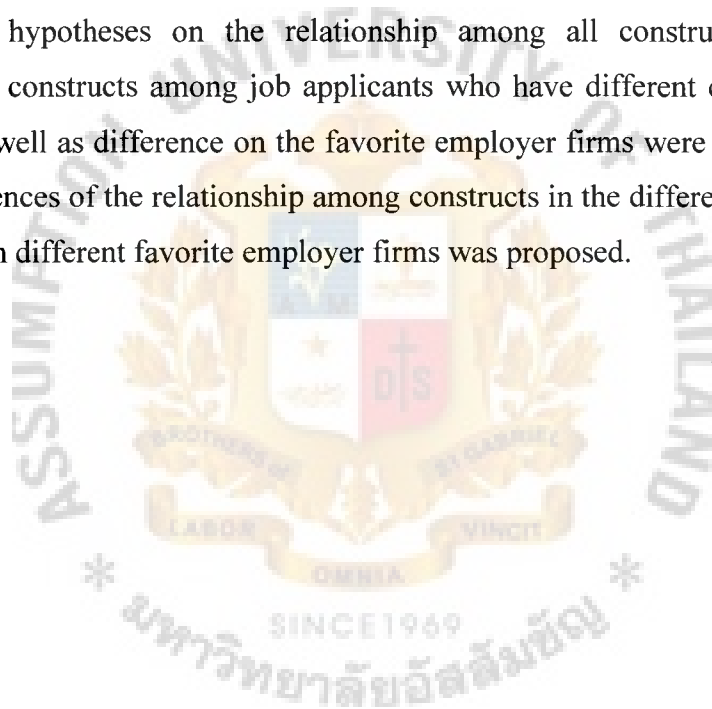
All hypotheses can be concluded in Table 2.1 as:

**Table 2.1: List of Hypotheses**

No.	Hypothesis Statement
H1:	Employer’s brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to brand value of the employer.
H2:	Employer’s brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to employer attractiveness.
H3:	Employer’s brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to intention to apply for a job.
H4:	Employer brand value is related to employer attractiveness.
H5:	Employer brand value (a) and employer attractiveness (b) are related to intention to apply for a job.
H6:	The level of the employer branding i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust, as well as employer attractiveness, and employer brand value are different among job applicants with different gender (a), GPA (b), and favorite industry (c).
H7:	Job applicants with different favorite industry have different relationship between employer branding i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust, employer attractiveness, employer brand value and intention to apply for the job at their favorite firm.

## 2.5 Summary

Related literature and previous researches on employer branding, employer brand value, and employer attractiveness were reviewed. Five constructs related to employer branding were focused i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust. Four dimensions of employer brand value were covered, i.e. economic value, developmental value, social value, and diversity value. Then, the concept and previous studies on employer attractiveness and measurements of it were reviewed. The conceptual framework that included all aforementioned constructs together with the intention to apply for the job at the potential employer firm was proposed. Seven hypotheses on the relationship among all constructs and the differences of the constructs among job applicants who have different demographic characteristics as well as difference on the favorite employer firms were emphasized. Finally, the differences of the relationship among constructs in the different models of job applicants with different favorite employer firms was proposed.



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

The research methodology is composed of two parts, development of the employer attractiveness scale and the survey. The details of each part are as follows:

#### **3.1 Development of the Employer Attractiveness Scale**

Five stages of the employer attractiveness scale development were conducted. First was the qualitative data collection. The data were generated from two sources, the review of literature and previous research findings and the focus group interviews. Then, the first draft of the measurement items was generated based on the qualitative data gathered from the first stage. Third, the reliability of the measurement items was examined by using the Analysis of Cronbach's Alpha Coefficient and Item-to-total Correlation. Fourth, the scales were purified and validated by using the exploratory Factor Analysis. Finally, the confirmatory factor analysis was performed to ensure the construct validity of the scales.

##### *3.1.1 Focus Group Interviews*

Ten focus group interviews were conducted. A hundred students who were studying in the last semester and were searching for the full time jobs were approached as participants of the focus groups. The students were categorized into ten groups based on the most favorite types of industry that they want to apply. Students who would like to work in oil industry were assigned to be participants of the first and the second group. Those who would like to work in construction and construction materials were assigned to participate in Group 3<sup>rd</sup> and Group 4<sup>th</sup>. Those who were interested in FMCG (fast moving consumer goods), wholesale, retail, and retailing industry were assigned to participate in Group 5<sup>th</sup> and Group 6<sup>th</sup> while those who wanted to work in finance & monetary-related were assigned to participate in Group 7<sup>th</sup> and Group 8<sup>th</sup>. The rest were students who had no specific industry in their mind. They were



assigned to Group 9<sup>th</sup> and Group 10<sup>th</sup>. Each focus group consisted of 8 to 12 participants. Thus, a total of 100 participants for ten focus groups were obtained. The participants were asked to think of a firm that they would like to work with. Five questions were used as the discussion guide for the focus group discussion as follows:

- 1) What characteristics come first when talking about the firm that you want to work for?
- 2) What characteristics/related factors of the firm could attract you to select a firm to be an "employer of choice"?
- 3) What are the details of each aforementioned characteristic/ factor?
- 4) How would you describe the following aspects of the brand of your "employer of choice" i.e. brand image, brand sincerity, brand competence, brand affect, and brand trust?
- 5) How would you do to get a job at your "employer of choice"?

Content analyses were performed to analyze the focus group interview data. Key contents regarding the employer branding and employer attractiveness were recorded. Forty-eight characteristics of the employer attractiveness were obtained from the focus group interviews.

### *3.1.2 Item Generation*

Considering the characteristics of the employer attractiveness suggested by the previous studies especially from the two researches that also worked on the scale development i.e. that of Berthon et al (2005) and the white paper of Madhavkumar (2013). Some characteristics were similar to those obtained from the focus group interviews while some were different. Additional characteristics obtained from the focus groups reflected Thai culture and working styles. The total 48 characteristics can be categorized into two groups. First 32 characteristics were associated with the nature of the work itself while the rest 16 characteristics were related to the organization and management. Forty-eight measurement items of the employer attractiveness were generated. The content validity as well as the appropriateness to the target population were concerned (Churchill, 1979). Details of the measurement items were shown in Table 3.1. The Thai version of each item was shown in Appendix A.

Table 3.1: Proposed Measurement Items of the Employer Attractiveness

Measurement Items	Sources			D****
	A*	B**	C***	
Work Related Characteristics				
Having a fun working environment	✓	✓		.654
Having a springboard for future employment	✓	✓		.635
Feeling good about yourself as a result of working for a particular organization	✓	✓		.699
Feeling more self-confident as a result of working for a particular organization	✓	✓		.660
Gaining career-enhancing experience	✓	✓		.758
Receiving recognition and/or appreciation from management	✓	✓		.688
Having a good relationship with your superiors	✓	✓		.655
Having a good relationship with your colleagues	✓	✓		.706
Having supportive and encouraging colleagues	✓	✓		.730
Working in an exciting environment	✓	✓		.565
Having innovative employer – novel work practices/ forward-thinking	✓	✓		.550
Having good promotion opportunities within the organization	✓	✓		.684
Having a humanitarian organization – gives back to society	✓	✓		.485
Getting an opportunity to apply what was learned at a tertiary institution	✓	✓		.559
Getting an opportunity to teach others what you have learned	✓	✓		.550
Getting an acceptance and belonging		✓		.665
Having job security within the organization	✓	✓		.727
Colleagues are friendly	✓			.675
Getting a happy work environment	✓	✓		.727
Having an above average basic salary	✓	✓		.566
Having an attractive overall compensation package	✓	✓		.691
Working provides you an income that is needed	✓		✓	.700
Working itself is basically interesting	✓		✓	.620
Working itself is basically satisfying to me	✓		✓	.684
Working allows you to have interesting contacts with people	✓		✓	.504
Working is a useful way to serve the community	✓		✓	.615
Working gives you status and prestige	✓		✓	.684
Working keeps you occupied	✓		✓	.702
The organization both values and makes use of your creativity	✓	✓		.751
Everyone helps each other; no one orders.	✓			.548
Building a reputation for talented employees.	✓			.695
Having an opportunity for business trip or studying abroad	✓			.602
Organization Related Characteristics				
The organization produces high-quality products / services	✓	✓		.722
The organization produces innovative products / services	✓	✓		.647
The organization is customer-orientated	✓	✓		.629
The organization is creative.	✓			.651
The organization provides family welfare	✓			.537
All personnel are treated equally, no bias.	✓			.730
There are some joint activities between employees and executives	✓			.639
The organization rewards the employees regarding their dedications	✓			.746
The organization is able to bring out the best in the workers	✓			.728
The organization is open to non-executive employees to provide the comments	✓			.717
The organization allows employees to work with high autonomy	✓			.737
Executives are generous and have positive attitude with employees	✓			.686
There is flexibility in management.	✓			.782
Modern technology has been used	✓			.673
The organization can adapt to the currents of society and the world	✓			.623
The organization gives value to employees rather than profits.	✓			.635

Remarks: \*A: Focus Group Interviews; \*\*B: Berthon et al, 2005; \*\*\*C: Madhaskumar, 2013  
 \*\*\*\*D = Corrected Item-to-Total Correlation

### 3.1.3 Reliability of the Measurement Items

The first draft scales were piloted with four hundred 4<sup>th</sup> year students of a university who were searching for the jobs. Since it is a process of scale development, the data gathering in this stage should be sufficiently enough. Therefore, the formula  $n = Z^2 pq / E^2$  [ $n$ =sample size;  $Z$  at 95% level of confidence =1.96;  $p$  (proportion of success) =  $q$  (proportion of failure) =0.5;  $E$  = accepted errors = 5%] (Zikmund et al, 2013) is utilized. The sample size of = 384.16  $\approx$  400 was targeted. Four hundred samples were approached. Those who agreed to join the research were asked to think of the firm or organization that they want to work with, mostly. Then, they were asked to rate their expectation on the 48 characteristics as proposed in the previous stage. However, 11 data sets were found incomplete. Thus, only 389 sets of data were used in scale validation and purification stage. First, the reliability of each measurement item was examined by using the Cronbach's Alpha Coefficient and Item-to-total Correlation Analysis. The Cronbach's Alpha Coefficient of all items was 0.974 which was much higher than the minimum requirement of 0.7 as recommended by Nunnally (1978). The corrected item-to-total correlation varied from 0.504 to 0.782 except only one item; "Having a humanitarian organization – gives back to society" that had the correlation of 0.485. Thus, that item was removed from the scale as suggested by Churchill (1979) that the Corrected Item-to-total Correlation should exceed 0.50. Hence, 47 items were used in the next analyses.

### 3.1.4 Scale Purification and Validation

The scales were purified and validated by using the exploratory factor Analysis. All 47 items were put in the EFA model. The results showed that twelve items had the coefficients of less than 0.4 (Hair et al, 2013) so they were removed from the measurement model. Another five items were found to have cross loading and were also discarded from the model. As such only 30 measurement items were left and the new EFA model with 30 items were performed. Principal component analysis and Varimax rotation were used. The KMO was 0.951 with the significant Bartlett's Test of Sphericity ( $p < 0.001$ ), sufficiently of the data is illustrated. Thus, the EFA could be analyzed. The details can be seen in Table 3.2.

Table 3.2: Exploratory Factor Analyses Results

Measurement Items	Components			
	1	2	3	4
Having a springboard for future employment			.530	
Feeling good about yourself as a result of working for a particular organization			.562	
Gaining career-enhancing experience			.548	
Having an above average basic salary			.772	
Having an attractive overall compensation package			.744	
Working provides you an income that is needed			.628	
Having a fun working environment	.583			
Receiving recognition and/or appreciation from management	.480			
Having a good relationship with your superiors	.671			
Having a good relationship with your colleagues	.703			
Having supportive and encouraging colleagues	.642			
Colleagues are friendly	.687			
Getting a happy work environment	.669			
Executives are generous and have positive attitude with employees	.475			
Working in an exciting environment				.605
Having innovative employer – novel work practices/ forward-thinking				.720
Building a reputation for talented employees.				.644
The organization produces innovative products / services				.456
The organization is creative.				.597
Working gives you status and prestige		.575		
All personnel are treated equally, no bias.		.567		
There are some joint activities between employees and executives		.728		
The organization rewards the employees regarding their dedications		.657		
The organization is able to bring out the best in the workers		.497		
The organization is open to non-executive employees to provide the comments		.511		
The organization allows employees to work with high autonomy		.480		
There is flexibility in management.		.487		
Modern technology has been used		.498		
The organization can adapt to the currents of society and the world		.494		
The organization gives value to employees rather than profits.		.679		

Note: KMO=.951; Bartlett's Test of Sphericity  $p < 0.001$ ;  
Cumulative Variance Explained = 64.918%

Four dimensions with the Eigen Value higher than 1 were extracted. Cumulative Variance Explained of all four dimensions was 64.918 %. For the first dimension, six measurement items were grouped i.e. “Having a springboard for future employment,” “Feeling good about yourself as a result of working for a particular organization,” “Gaining career-enhancing experience,” “Having an above average basic salary,” “Having an attractive overall compensation package,” and “Working provides you an income that is needed”. Regarding the characteristics of the employer attractiveness measured in this dimension, the name, “Job Advancement” was given.

Second dimensions consisted of eight measurement items which were “Having a fun working environment,” “Receiving Recognition and/or appreciation from management,” “Having a good relationship with your superiors,” “Having a good relationship with your colleagues,” “Having Supportive and encouraging colleagues,” “Colleagues are friendly,” “Getting an a happy work environment,” and “Executives are generous and have positive attitude with employees”. As work atmosphere and interpersonal relationships among people in different levels were focused in this dimension, the title, “Work Atmosphere” was given to this dimension.

The name “Work Initiative & Autonomy” was given to the third dimension. Five measurement items were loaded in this dimension which are “Working in an exciting environment,” “Having innovative employer – novel work practices/ forward-thinking,” “Building a reputation for talented employees,” “The organization produces innovative products / services,” and “The organization is creative.”

The last dimension was consisted of eleven items which are “Working gives you status and prestige,” “All personnel are treated equally, no bias,” “There are some joint activities between employees and executives,” “The organization rewards the employees regarding their dedications,” “The organization is able to bring out the best in the workers,” “The organization is open to non-executive employees to provide the comments,” “The organization allows employees to work with high autonomy,” “There is flexibility in management,” “Modern technology has been used,” “The organization can adapt to the currents of society and the world,” and “The organization gives value to employees rather than profits.” Regarding the content of

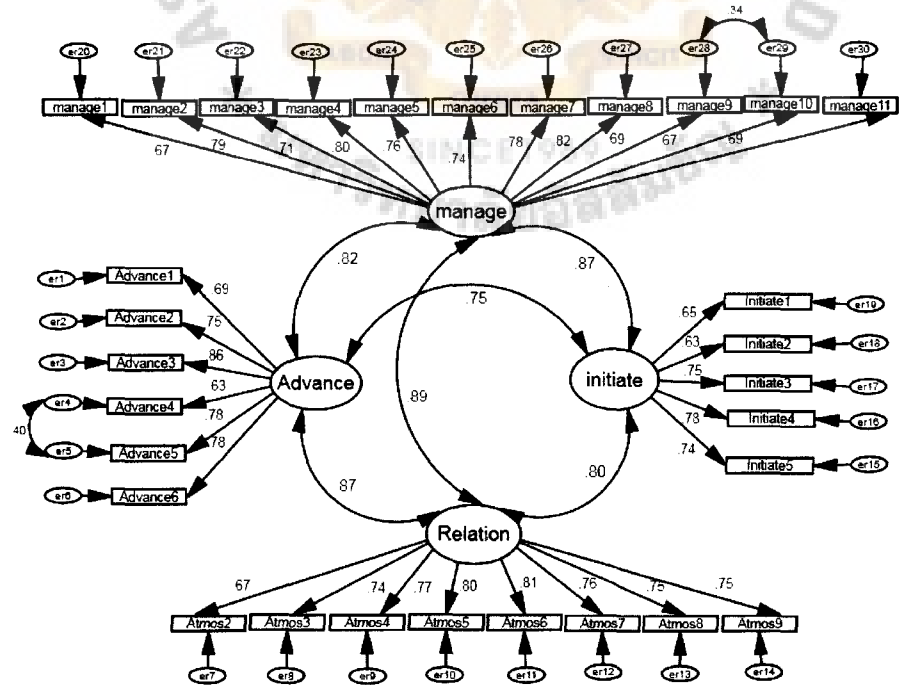
the working system, management process, and the management capability measuring in this dimension, the name, “Management Quality” was given to this dimension.

Regarding to the EFA results, thirty measurement items were included in the measurement model while four dimensions i.e. “Job Advancement,” “Work Atmosphere,” “Work Initiative & Autonomy” and “Management Quality” were identified.

### 3.1.5 Validity of the Measurement Model

To check for the validity of the measurement of the employer attractiveness scale, the confirmatory factor analysis (CFA) was performed. Thirty measurement items; Six items measuring “Job Advancement” coded as Advance1-6, eight items measuring “Work Atmosphere” coded as Atmos1-8, five items measuring “Work Initiative & Autonomy” coded as initiate1-5 and eleven items measuring “Management Quality” coded as Manage1-11 was put in the model. Second order CFA analysis was performed. The CFA model is shown graphically in Figure 3.1 as:

Figure 3.1: Confirmatory Factor Analysis for Employer Attractiveness Measurement



Note:  $\chi^2/DF = 1.840$ ; IFI=.914; TLI=.905; CFI=.913;  
Standardized regression weight are shown



Satisfactory results were obtained. All fit indices exceeded the required levels i.e.  $\chi^2/df = 1.840$  [required level =  $<3.00$ ]; CFI=0.913; IFI=0.914; TLI=0.905 [required level =  $>0.9$ ]; RMSEA = 0.047 [required level =  $< 0.05$ ] (Bentler, 1990). The fit between empirical data and the measurement model indicated the construct validity of the measurement of the employer attractiveness scale. In addition, the composite reliability (CR) and the average variance extracted evaluation (AVE) were computed from the item coefficients to ensure the convergent validity (Fornell & Larcker, 1981). The level of the composite reliability that exceeds 0.7 was required while the average variance extracted evaluation of not less than 0.5 was expected (Hair et al, 2013). The results indicated the satisfactory level of both composite reliability and average variance extracted evaluation as seen in Table 3.3. Thus, the validity of the measurement of the employer attractiveness was illustrated.

Table 3.3: Composite Reliability (CR) and Average Variance Explained (AVE)

Dimensions of the Employer Attractiveness Scale	CR	AVE
Job Advancement	0.887	0.568
Work Atmosphere	0.914	0.571
Work Initiative & Autonomy	0.836	0.507
Management Quality	0.936	0.557

### 3.2 Survey

The employer attractiveness scale and measurement model was obtained from the first part. The second part of the research aimed to investigate the relationship between five employer branding factors, i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust, and employer brand value, employer attractiveness, and intention of the job applicants to apply for the job as proposed in Figure 2.1.

To examine the conceptual framework and test all proposed hypotheses, a questionnaire survey was designed. The “Employer Branding Survey Questionnaire” was developed and used as the major data collection tool. Students who were studying

in three private universities i.e. Assumption University, Bangkok University, and Rangsit University were purposively selected. Some study fields such as medical science and health science were excluded from the study since most students could get the jobs that are related to their fields after graduating. Thus, only students learning in the business administration, Arts, Communication Arts, and other social science were included in this study.

Students enrolling in their last academic year were selected since they would be graduated in the short future and enter to the job market in the coming year. Some students already started searching and applying for the jobs. Several companies that need the talent employees who just fresh out of the universities also started searching for the potential employees by joining some university events such as career week, job hunting, career roadshow, or even an internship program in order to reach the potential employees who were talent and skillful. Thus, this group of students would currently be or become the prospective job applicants in the short future. Hence, they could represent the job applicants who were currently or shortly entering the job market. Thus, students enrolling in last academic year in the university were targeted as the population of this study.

The short interviews with 100 students were conducted. The students were asked to mention the name of company or organization that they would like to work with, mostly. Regarding the results of the interviews, several names of the firms were mentioned. The aforementioned firms could be categorized into five groups i.e. 1) Technology and Information technology; 2) The service firms such as hotels, airlines, advertising, and restaurant; 3) Construction, energy, and real estate; 4) Finance, banking, accounting, insurance; and 5) Trading, convenience store, department store, FMCG, and logistics. Hereafter, the name “Technology Industry” was given to the first group while “Service Industry” “Energy & Construction Industry” “Finance & monetary-related Industry” and “Retailing Industry” were used to call group two, three, four, and five, respectively. Thus, the firms that could be categorized in either one of these five industries were focused in the survey. Quota sampling was applied to gather data from the respondents who would like to work in a firm that was categorized in each category. The sample size of 1,100 i.e.

220 sets from each industry is set. Structural equation modeling was used as the major data analysis tool. The details of the survey is presented in four parts as: 1) questionnaire development and pretest; 2) population, sample, and sampling; 3) data collection; and 4) data analysis.

### *3.2.1 Questionnaire Development*

There were four parts in the “Employer Branding Survey Questionnaire.” The question “What is the most favorite firm that you would like to work with?” was asked to categorize the respondents in to subgroups based on their most favorite employer brand. Top five industries obtaining from the interviews, i.e.:

- 1) Technology and Information technology;
- 2) The service firms such as hotels, airlines, advertising, and restaurant;
- 3) Construction, energy, and real estate;
- 4) Finance, banking, accounting, insurance; and
- 5) Trading, convenience store, department store, FMCG, and logistics

Moreover, the choice “Others” was also listed as the last choice for the respondents for the case that their most favorite firm could not be categorized in any choices provided.

The first part of the questionnaire emphasized on the respondents’ perception on employer branding including brand sincerity, brand image, brand competence, brand affect and brand trust. Second part measured perceived brand value while the third part measured employer attractiveness and intention to apply to the job at the selected firm. Five-point Likert scale varying from 1 (strongly disagree) to 5 (strongly agree) were assigned to all measurement items in Part 1, Part 2, and Part 3. Finally, personal data were asked in Part 4, the last part of the questionnaire. For Part 1, the measurement of employer branding was put. Thirty-three measurement items were modified from Rampl and Kenning (2014). Six items measuring brand sincerity, brand affect and brand trust were used while another six items adapting from the measurement of three brand personality i.e. brand exciting and brand sophistication were used to measure brand image. Moreover, there are nine items measuring the brand competence. The respondents were asked to rate their perception toward the

brand of the firm that they selected. The word “this firm” was used to represent the firm that the respondents would like to work with which was mentioned at the beginning of the questionnaire. The details are presented in Table 3.4 as follows.

Table 3.4: Measurement Items for Employer Branding

Employer Branding	Measurement items
Brand Sincerity	This firm is honest.
	This firm is sincere.
	This firm is real.
	The firm uses the same standard for customers and employees
	The firm is transparent. No spoofing or cheating.
	The firm works ethically with employees and customers
Brand Image	The brand of this firm is exciting.
	The brand of this firm is trendy.
	The brand of this firm is up-to-date.
	The brand of this firm is upper-class.
	The brand of this firm is good looking.
	The brand of this firm is charming
Brand Competence	This firm is hard-working.
	This firm is successful.
	This firm is the leader in the market.
	The firm won the award from various organizations.
	This firm has a good future.
	The firm has good management.
	The firm has high potential personnel
	The firm has high earnings and profit.
	The firm can be driven in the right direction.
Brand Affect	This firm induces positive feelings and sentiments.
	You have strong positive emotions for this firm.
	This firm is a positive emotional brand.
	The firm does not neglect the staff when there is a problem.
	The firm gives an excuse if there is an error.
	There is no competing among employees.
Brand Trust	You trust this firm as your employer.
	You rely on this firm as your employer.
	Selecting this firm as your employer is safe.
	Selecting this firm as your employer is safe.
	The firm has collaboration with other leading companies.
	The firm is in the market for a long time.

In Part 2, the measurements of perceived brand value were modified from Schlager et al (2011). Four dimensions of brand value were emphasized i.e. economic value, development value, social value, and diversity value. A total of eighteen items; four items for economic value, five items for development value, six items for social value, and three items for diversity value were used. The details are presented in Table 3.5 as follows.

Table 3.5: Measurement Items for Employer Brand Value

Dimensions of the Employer Brand Value	Measurement items
Economic Value	This firm provides good salary
	This firm provides good retirement benefits
	This firm provides fair amount of vacation
	This firm provides good health benefits
Developmental Value	This firm has good internal training opportunities
	This firm has good mentoring culture
	This firm provides you the room for creativity
	This firm has empowering environment
	This firm has good recognition for individual work
Social Value	This firm has respectful environment
	There is a friendly relationship amongst individual co-workers
	There is a strong team spirit
	This firm has competent co-workers
	Managerial people in this firm are good
	First attitude of people in this firm is positive
Diversity Value	There are good variety of work activities at this firm
	Challenging tasks are available in this firm
	Interesting tasks are available in this firm

Part 3 measured employer attractiveness and intention to apply for a job at the selected firm. Thirty items measuring employer attractiveness obtaining from the first part of this research was used. The intention to apply for the job was measured by the

items modifying from Turban and Keon (1993) which was adapted and reused by Story et al in 2016. Two additional items were generated based on the focus group interview results. The details can be seen in Table 3.6.

Table 3.6: Measurement Items for Intention to Apply for a Job

Measurement items	Sources
You would exert a great deal of effort to work for this firm.	Story et al (2016)
You are interested in applying for a job with the firm.	Story et al (2016)
You would like to work for the firm	Story et al (2016)
You would accept a job offer from this firm	Story et al (2016)
This firm is highly interesting	Story et al (2016)
You intend to apply for a job at this firm	Story et al (2016)
You will develop yourself to be qualified enough to work in this firm	Focus Group Interview
You will try to find insights about this firm as much as possible	Focus Group Interview

Finally, personal data of the respondents are asked in the last part of the questionnaire. The questionnaire was translated into Thai. Back translation was performed to ensure the content validity of the measurement.

The pretest of the “Employer Branding Survey Questionnaire” was conducted for the Thai version since it was the main tool for data collection. The 100 last-year university students were approached as the pre-test sample. The questionnaires were handed in to each sample. They were also asked to comment whether each question item was understandable or not. There were no negative comments or complaints on the questionnaire. Thus, problems on the language and wordings used in the questionnaire were not illustrated.

The pre-test data was analyzed by the Cronbach's alpha coefficients analysis. Satisfactory results were obtained. All constructs had the Cronbach's alpha coefficients of 0.777 to 0.965 which were higher than 0.7 as recommended by Nunnally (1978). The results are shown in Table 3.7. Regarding the pre-test results,



no more revisions were done. The “Employer Branding Survey Questionnaire” was qualified to be the major data collection tool for the research.

Table 3.7: Reliability of the Pre-test Data

Construct	Cronbach's Alpha	No. of Items
<b>Employer Branding</b>	0.942	33
Brand Sincerity	0.922	6
Brand Image	0.794	6
Brand Competence	0.884	9
Brand Affect	0.779	6
Brand Trust	0.777	6
<b>Brand Value</b>	0.937	18
Economic Value	0.819	4
Development Value	0.840	5
Social Value	0.883	6
Diversity Value	0.790	3
<b>Employer Attractiveness</b>	0.965	30
Job Advancement	0.889	6
Work Atmosphere	0.911	8
Work Initiative & Autonomy	0.837	5
Management Quality	0.931	11
<b>Intention to Apply for the Job</b>	0.924	8

### 3.2.2 Population and Sample

University students enrolling in the last semester of their undergraduate level were targeted as the population of the study since they were currently the job applicants or might become the job applicants in the next academic year as discussed previously. Students who wanted to pursue their further studying were excluded from the study since they were not the job applicants at this current or the next year. Three private universities were purposively selected since their personal background and job

selection process were not much different. However, students learning in some specific fields such as medical science, health science and engineering were not included in the study since they would have different job selection process. The number of the samples from each university was not the issue of the study but the firm/industry that they would like to work with was the important point of this study.

Sample size was determined by two techniques that were related to sampling and data analysis methods. First, the sample size was determined from the sample size determination formula:

$$n = Z^2pq/E^2;$$

with the equal proportion of success and failure ( $p=q=0.5$ ) and the accepted error of 1% at 99.9% level of confidence ( $Z_{95\%}=1,96$ ),

$$n = (3.30)^2*0.5*0.5/(0.05)^2 = 1,089.$$

Thus, the sample size of 1,089 is determined.

Second method, the sample size is determined based on the constraints of the analysis of the structural equation modeling. To have sufficient degree of freedoms for data analysis, the requirements of 5-20 samples for each variable are suggested. With the total of 89 measurement items, 33 measurement items for employer branding, 18 items for brand value, 30 items for employer attractiveness and eight items for intention to apply for the job, the sample size of 1,068 (89 variables\*12 sample/variable) is determined. Based on the two methods, the sample size of 1,100 was targeted.

Quota sampling technique was designed for the sampling process. The population could be categorized into five subgroups based on the industry of their most favorite firm that they would like to work with. The 220 students from each industry were included as the samples of the survey. Therefore, 1,100 samples were expected as seen in details in Table 3.8.

Table 3.8: Expected Sample Size

Population Subgroups (Industry)	Expected Sample Size
Technology and Information technology	220
Service Industry	220
Construction, Energy, and Real estate	220
Finance, Banking, Accounting, and Insurance	220
Retailing, Trading, convenience store, department store, FMCG	220
Total	1,100

### 3.2.3 Data Collection

To collect data, the in-person drop off technique was planned. Surveyor team went to the selected university (Assumption University, Bangkok University, and Rangsit University) and approached the students with four questions as:

- 1) Will you graduate in this academic year?
- 2) Will you pursue for further study right after graduation?
- 3) Will you develop your own business or work for your family business right after graduation?
- 4) What is the firm that you mostly like to work with? Please also select the industry that your selected firm can be categorized to.

These four questions were used as filter questions to screen out the students who did not meet the required criteria of the study. All respondents must answer “yes” for the first question. Students who answer “yes” for the second and the third question were excluded from the survey. Question 4 was continually asked for those who answered “no” for both question 2 and 3. Students were categorized into five subgroup based on the industry of their favorite firm. Students who did not choose a firm from the list were excluded from the study. This procedure was repeated until the first 220 students who met all criteria for all subgroups were gathered. Questionnaire was given to each respondent. Small souvenirs were given to all respondents to encourage them to

cooperate to the survey. All respondents were asked to respond to the questionnaire immediately and returned the questionnaire to the surveyor right after completing all questions. Thus, a total of 1,100 sets of data were expected to be gathered.

3.2.4 Data Analysis Plan

Descriptive data analysis was performed firstly. Demographical data of the respondents was firstly reported. Then, mean and standard deviation of each construct were computed and reported. The comparisons of the level of each construct among groups of the respondents i.e. those who select different firm as the most favorite firm to work with were done to test Hypothesis 6. Moreover, the levels of all key constructs were compared among groups of respondents with different demographic characteristics such as different gender, GPA, faculty to test hypothesis 7. Analyses of variance were performed to test such differences.

As the structural equation modeling was used as the major data analysis tool, the confirmatory factor analysis (CFA) must be conducted in the first stage to verify the validity of the measurement. All 33 measurement items measuring five employers' branding i.e. brand image, brand sincerity, brand competence, brand affect, and brand trust together with 18 items measuring perceived brand value, 30 items measuring employer attractiveness, and 8 items measuring intention to apply for a job at the selected firm are put in the measurement model for CFA. The fits of the measurement model will be tested. Relevant fit indices recommended by Bentler, 1990 as seen in Table 3.9 were considered as:

Table 3.9: Fit Indices for the Analysis of Structural Equation Modeling and Confirmatory factor Analysis

Fit Indices	Decision Criteria
$\chi^2/df$	< 3
GFI	>0.9
IFI	>0.9
TLI	>0.9
CFI	>0.9
RMSEA	< .05 (<0.08)

The fitted measurement model indicated that the measurements had construct validity. Thus, it could be assumed that all measurement items were able to measure the each construct as proposed. This was to ensure that the survey data was qualified for the structural equation modeling analysis in the next stage.

Structural equation modeling analysis was planned to test the relationship of all key constructs. The same fit indices used in the CFA were used. The relationships between each pair of the constructs were emphasized to test the first five hypotheses after the satisfactory fit of the structural model is gained. The interpretation of the significance of support of the data on each hypothesis was finally performed.

### **3.3 Summary**

Two methodologies were proposed in this chapter. First the employer attractive scale was developed. The items were generated based on the data gathering from literature and focus group interview. Forty-eight items were firstly gathered. Eighteen items were deleted based on three problems; low reliability, low item coefficients and cross loading. A total of 30 items was finally obtained. The survey was designed in the second stage to test relationships of all related constructs. University students who were searching for the jobs were targeted. The firms in five industries that were most favorite “employer of choices” were selected. Quota sampling with in-person drop off technique was designed to gather the data from 1,200 samples. Structural equation modeling was designed to test the main hypotheses while one ANOVA, t-test and multiple group analysis of the SEM were designed to test the additional hypotheses.

## CHAPTER 4

### DATA ANALYSIS AND RESEARCH FINDINGS

Descriptive data was firstly analyzed from the survey data. Sample profiles were reported based on the demographic information. Then, the mean and standard deviation of the major constructs were analyzed. Model fits and hypotheses testing were done after that. To test the significance of the model, reliability and validity of the data were checked with the Cronbach's Alpha coefficient analysis and confirmatory factor analysis. Then, structural equation modeling was developed to test the fits of the model as well as the first five hypotheses. Then the t-test and one-way ANOVA were conducted to test Hypotheses 6 and 7. The details of each stage of the data analysis are presented as follows:

#### 4.1 Sample Profiles

The surveyors went to the selected Universities and approached students who were in the campus but not in the classes. Three questions were asked i.e. 1) Will you graduate in this academic year? 2) Will you pursue for further study right after graduation? 3) Will you develop your own business or work for your family business right after graduation? Those who answer “yes” for the first and said “no” for the second and the third question were invited to join the survey. Those who agreed to join the survey were asked to select the most favorite firm that they want to work with. The respondents were, then, asked to specify the industry of their selected firm. Five industries were classified as discussed previously. Each respondent was categorized into one of the five subgroups as appointed. The same procedures were repeated until 220 students (or more) who selected each firm was reached. The respondents were asked to complete the questionnaire and return it to the surveyor right after completion. The completeness of the answers was checked. Small souvenirs were given to the respondents who complete all items in the questionnaires.

One thousand and two hundred sets of data were gathered. A total of 638 respondents were from Assumption University (53.17%), 306 respondents (25.50%) were from



Bangkok University, and the rest 256 respondents (21.33 %) were from Rangsit University. Two hundred and twenty sets of data were collected from each subgroup of the respondents who had different favorite firm that they want to work with. However, seventy-two sets of data were found incomplete and discarded from the analysis. A total of 1,128 sets of data were used for the data analysis. Demographic data of the respondents were firstly analyzed. The details were shown in the sample profiles table.

Table 4.1: Sample Profiles

Sample Characteristics		No. of the respondents	Percent
Gender	Male	398	35.30
	Female	730	64.70
Allowance	Less than 10,000 Baht	240	21.28
	10,000-15,000 Baht	383	33.95
	15,001-20,000 Baht	282	25.00
	More than 20,000 Baht	223	19.77
Faculty	Business Administration	733	64.98
	Arts and Liberal Arts	270	23.94
	Communication Arts	67	5.94
	Others	58	5.14
GPA	Less than 2.50	296	26.20
	2.50-3.00	446	39.50
	3.01-3.50	258	22.90
	More than 3.50	128	11.30

Most respondents (64.7%) were female. Most of them got the living allowance of 10,000-15,000 baht (33.95%) followed by 15,001-20,000 baht (25.0%), less than 10,000 baht (21.28%), and more than 20,000 baht (19.77%), respectively. Most respondents were business administration students (64.98%) with several majors followed by arts and liberal arts students, communication arts student and others with 23.94%, 5.94% and 5.14%, respectively. Most of them got the cumulative GPA of

2.50-3.00 (39.5%) followed by GPA less than 2.5 (26.2%), GPA 3.01-3.5 (22.9%), and GPA of higher than 3.50 which was about 11.3%. respectively.

### 4.2 Descriptive Information of the Major Constructs

Mean and standard deviation of the major constructs were computed. As all constructs were measured by 5-point Likert scale from 1 to 5, the midpoint score was 3.00. The results are shown in details in Table 4.2 as follows:

Table 4.2: Descriptive Information of the major Constructs

Constructs	Mean	SD	Minimum	Maximum
<b>Employer Branding</b>				
Brand Sincerity	4.16	0.52	2.17	5.00
Brand Image	4.41	0.50	2.67	5.00
Brand Competence	4.35	0.51	2.83	5.00
Brand Affect	4.42	0.49	1.67	5.00
Brand Trust	4.16	0.52	2.17	5.00
<b>Brand Value</b>				
Economic Value	4.43	0.60	2.50	5.00
Development Value	4.38	0.54	2.80	5.00
Social Value	4.52	0.50	3.00	5.00
Diversity Value	4.34	0.62	2.33	5.00
<b>Employer Attractiveness</b>	4.41	0.48	2.80	5.00
Job Advancement	4.41	0.55	2.83	5.00
Work Atmosphere	4.49	0.52	2.75	5.00
Work Initiative & Autonomy	4.35	0.55	2.80	5.00
Management Quality	4.41	0.51	2.55	5.00
<b>Intention to Apply for the Job</b>	4.44	0.51	2.88	5.00

Notes: Each item is measured on 5-point rating scale (1=Strongly Disagree; 5=Strongly Agree)

The mean score of the employer branding i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust varied from 4.16 to 4.42. All means exceeded the midpoint of three. Thus, the levels of branding of the employer firms that the

prospect employees perceived were about high. For the employer brand value, the mean of all four dimensions i.e. economic, developmental, social, and diversity value were 4.34 to 4.52 indicated the high level as well. The means of all dimensions of the employer attractiveness were 4.35 to 4.49. All exceeded the mid-point of three. The total mean of employer attractiveness that was computed from all 30 items measure this construct was 4.41. Intention to apply for the job at the selected firm was 4.44. Both employer attractiveness and intention to apply for the job were also revealed the high level.

### 4.3 Reliability of the Survey Data

To ensure the quality of the data, the reliability of the data was firstly checked. Cronbach's alpha coefficients analysis was performed. Details are presented below.

Table 4.3: Reliability of the Major Constructs

Construct	Cronbach's Alpha	No. of Items
<b>Employer Branding</b>	0.943	33
Brand Sincerity	0.911	6
Brand Image	0.775	6
Brand Competence	0.883	9
Brand Affect	0.793	6
Brand Trust	0.882	6
<b>Brand Value</b>	0.938	18
Economic Value	0.817	4
Development Value	0.832	5
Social Value	0.880	6
Diversity Value	0.774	3
<b>Employer Attractiveness</b>	0.963	30
Job Advancement	0.873	6
Work Atmosphere	0.904	8
Work Initiative & Autonomy	0.835	5
Management Quality	0.923	11
<b>Intention to Apply for the Job</b>	0.917	8

The Cronbach's alpha coefficients of the employer branding was 0.943. That of brand sincerity was 0.911, that of brand image was 0.775, and 0.883, 0.793, and 0.882 for brand competence, brand affect and brand trust, respectively. The coefficients of all employer branding factors exceeded the required level of 0.7 (Nunnally, 1978). The Cronbach's alpha coefficients of the off 18 items measuring employer brand value was 0.938 while that of each dimension varied from 0.774 to 0.880. All also exceeded the cutoff point of 0.70.

For the employer attractiveness, its Cronbach's alpha coefficients for all 30 items was 0.963 while that of each dimension was 0.873 for job advancement dimension, 0.904 for work atmosphere dimension, 0.835 for work initiation and autonomy dimension and 0.923 for management quality dimension. The coefficients of all dimensions of the employer attractiveness exceeded the cutoff point of 0.70. For the last construct, intention to apply for the job at the focal firm, its coefficient was 0.917 which exceeded the cutoff point of 0.70 as well. Regarding the satisfactory level of the coefficients of all constructs, the reliability of all measurements was ensured. All data could be used for the further analysis.

#### **4.4 Confirmatory Factor Analysis for the Survey Data**

To analyze with the structural equation modeling, the validity of the measurement must be verified first. The confirmatory factor analysis was conducted to examine the construct validity. The data regarding all eighty-nine measurement items were put in the CFA model. The details are shown in Table 4.4.

Seven major criteria were used to assess the fit of the CFA model, i.e. Chi-square per degree of freedom ( $\chi^2/df$ ), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Incremental Fit Index (IFI), Non-normed Fit Index (Tucker Lewis index: TLI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA) were considered. The recommended values i.e. the cutoff point of the selected fit indices as well as fit values of the model are shown in Table 4.5.

Table 4.4: Abbreviates Used in the Confirmatory Factor Analysis Model

Constructs	Abbreviates	Measurement Items
<b>Employer Branding</b>		
Brand Sincerity	since	sincere1-6
Brand Image	imag	Image1-6
Brand Competence	compet	aompetence1-9
Brand Affect	affec	affect1-6
Brand Trust	trustt	Trust1-6
<b>Brand Value</b>		
Economic Value	eco	ValEco1-4
Development Value	dev	ValDev1-5
Social Value	soc	ValSoc1-6
Diversity Value	divert	ValDiv1-3
<b>Employer Attractiveness</b>	attract	
Job Advancement		Advance1-6
Work Atmosphere		Atmos1-8
Work Initiative & Autonomy		Initiate1-5
Management Quality		Manage1-11
<b>Intention to Apply for the Job</b>	intend	Intend1-8

Table 4.5: Recommended Fit Indices and Actual Fits of the CFA Model

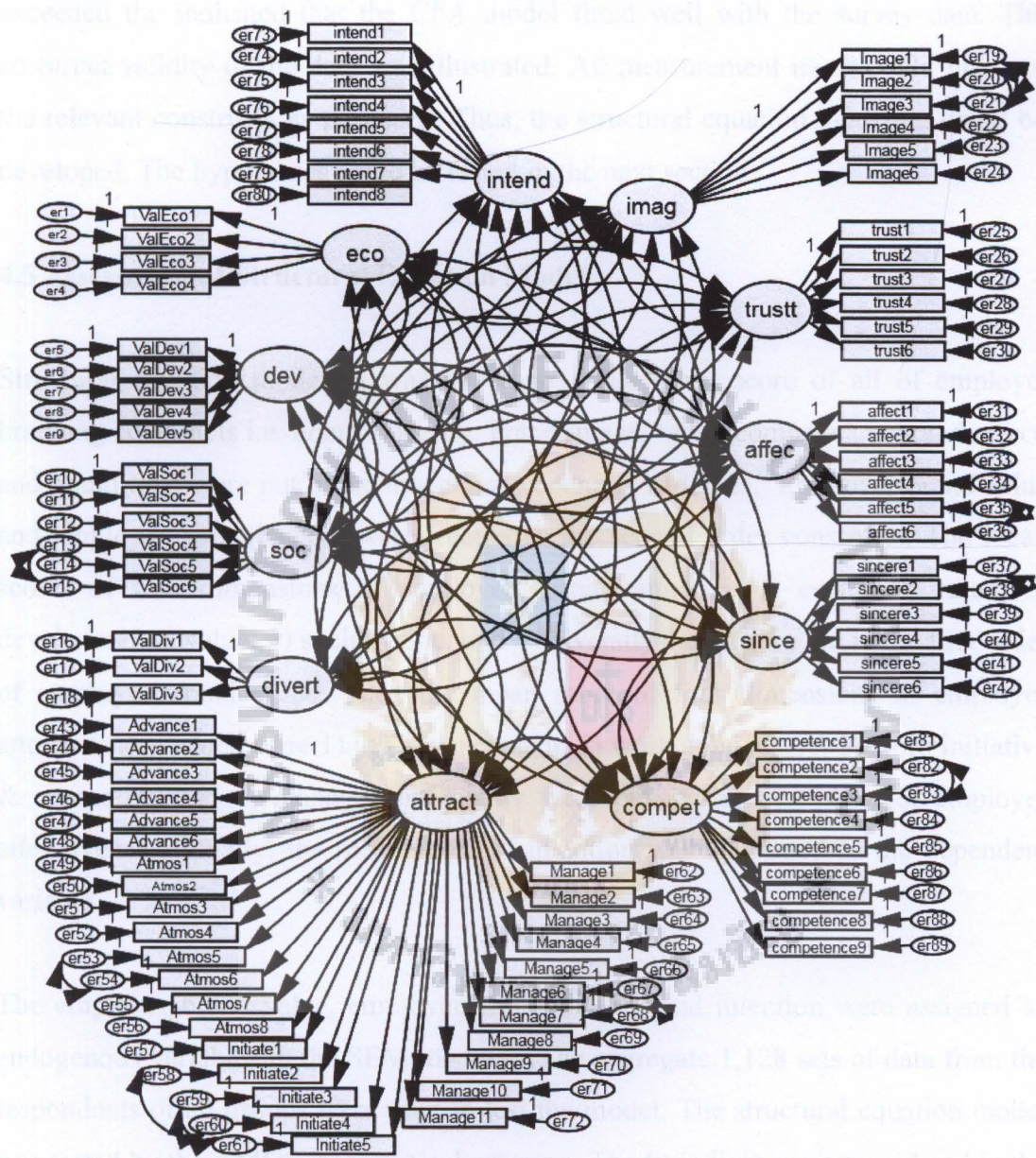
Fit Indices	Recommended Level*	Model Fits
$\chi^2/ df$	<3.00	2.292
<b>GFI</b> (Goodness of fit index)	>.90	0.941
<b>AGFI</b> (Adjusted Goodness of fit index)	>.90	0.929
<b>IFI</b> (Incremental Fit Index)	>.90	0.961
<b>TLI</b> (Tucker Lewis index)	>.90	0.956
<b>CFI</b> (Comparative Fit Index)	>.90	0.961
<b>RMSEA</b>	<.05 (<.08)	0.033

Source: \*Bentler, 1990



The graphical CFA model is shown in Figure 4.1.

Figure 4.1: CFA for the Survey Data



Remarks:  $\chi^2/DF=2.292$ ;  $GFI=0.941$ ;  $AGFI=0.929$ ;  $IFI=0.961$ ;  $TLI=0.956$ ;  $CFI=0.961$ ;  $RMSEA=0.033$   
Abbreviates used in the confirmatory factor analysis are shown in Table 4.4

The Chi-square per degree of freedom of 2.292 was less than the cutoff point of 3 while all fit indices exceeded the recommended level of 0.9 ( $GFI=0.941$ ,



AGFI=0.929, IFI=0.961, TFI=0.956, and CFI=0.961). The Root Mean Square Error of Approximation was 0.033 which was also less than the cutoff point of 0.05. Thus, satisfactory results of the confirmatory factor analysis were shown. All fit indices that exceeded the indicated that the CFA model fitted well with the survey data. The construct validity of the data was illustrated. All measurement items could measure the relevant constructs as proposed. Thus, the structural equation modeling could be developed. The hypotheses could be tested in the next section.

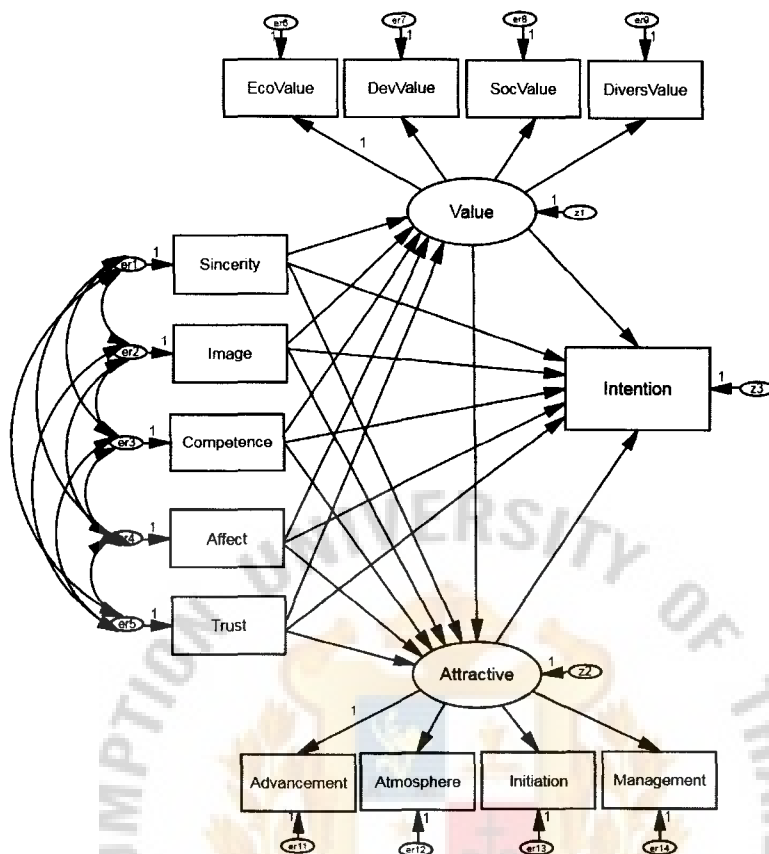
#### 4.5 Assessment of Structural Equation Model

Structural equation modeling was developed. The mean score of all of employer branding constructs i.e. brand sincerity, brand image, brand competence, brand affect, and brand trust were put in the model as exogenous variables. Employer brand value and employer attractiveness were treated as the second order constructs. The mean scores of four dimensions of employer brand value i.e. 1) economic value; 2) developmental value; 3) social value; and 4) diversity value were put in the first order of employer brand value. Then the mean score of four dimensions of employer attractiveness which were 1) job advancement, 2) work atmosphere, 3) work initiative & autonomy, and 4) management quality were put as the first order of employer attractiveness. Finally, the mean score of intention was appointed as the dependent variable.

The employer brand value, employer attractiveness, and intention were assigned as endogenous variables in the SEM model. The aggregate 1,128 sets of data from the respondents of all groups were used to test the model. The structural equation model was tested by the AMOS 20 statistical program. The fit indices were considered in the first step to examine the fits of the model. Then the first five hypotheses could be tested if the model fit well with the data. The AMOS model can be seen in Figure 4.2.

To assess the fit of the model, the same criteria used in the CFA model were considered. The recommended values i.e. the cutoff point of the selected fit indices and the actual fit indices of the SEM model are shown in Table 4.6.

Figure 4.2: Structural Equation Model



Remarks:  $\chi^2/DF=2.175$ ; GFI=0.969; AGFI=0.903; IFI=0.981; TLI=0.949; CFI=0.981; RMSEA=0.031

Sincere	= Brand Sincerity	Image	= Brand Image
Competence	= Brand Competence	Affect	= Brand Affect
Trust	= Brand Trust	Value	= Employer Brand Value
EcoValue	= Economic Value	DevValue	= Developmental Value
SocValue	= Social Value	DiversVal	= Diversity Value
Reputation	= Reputation Value	Intention	= Intention to Apply
Advancement	= Job Advancement	Atmosphere	= Work Atmosphere;
Management	= Management Quality	Initiation	= Work Initiate & Autonomy
Attractive	= Employer Attractiveness		

Table 4.6: Recommended and Actual Fits of the SEM Model

Fit Indices	Recommended Level*	Model Fits
$\chi^2/ df$	<3.00	2.175
GFI (Goodness of fit index)	>.90	0.969
AGFI (Adjusted Goodness of fit index)	>.90	0.903
IFI (Incremental Fit Index)	>.90	0.981
TLI (Tucker Lewis index*)	>.90	0.949
CFI (Comparative Fit Index)	>.90	0.981
RMSEA	<.05 (<.08)	0.031

Source: \* Bentler, 1990

All fit indices that were exceeding the cutoff points indicated the good fit of the structural equation model ( $\chi^2/DF=2.175$  GFI=0.969; AGFI=0.903; IFI=0.981; TLI=0.949; CFI=0.981; RMSEA=0.031). Satisfactory fits of the model indicated that the structural relationships among constructs in the SEM model were valid. Significance of the relationship could be determined.

#### 4.6 Path Analyses

The first five hypotheses proposed the relationships among all relevant constructs were tested. Hypothesis 1 proposed the relationship between employer branding constructs and employer brand value. Hypothesis 2 proposed the relationship between employer branding constructs and employer attractiveness. Hypothesis 3 proposed the relationship between employer branding constructs and intention to apply for the job. Hypothesis 4 proposed the relationship between employer brand value and employer attractiveness. Hypothesis 5 proposed the relationship between employer brand value and employer attractiveness and intention of the prospective job applicant to apply to the job at their selected firm.

Significant relationship between employer brand value and brand sincerity ( $\beta=0.317$ ;  $p<0.001$ ), brand image ( $\beta=0.106$ ;  $p<0.001$ ), brand affect ( $\beta=0.203$ ;  $p<0.001$ ), brand trust ( $\beta=0.307$ ;  $p<0.001$ ) were found. All of employer branding constructs significantly affected employer brand value except the brand competence ( $\beta=0.052$ ;  $p<0.01$ ). Thus, Hypothesis 1 was partially supported by the data. Regarding the Standardized coefficients of the paths brand sincerity provided highest influence on employer brand value followed by brand trust, brand affect, brand image, and brand competence, respectively.

For Hypothesis 2, significant relationship between brand competence ( $\beta=0.090$ ;  $p<0.01$ ), brand affect ( $\beta=0.060$ ;  $p<0.01$ ), brand trust ( $\beta=0.152$ ;  $p<0.001$ ), and employer attractiveness were found while the significant relationship between brand sincerity and employer attractiveness ( $\beta=-0.011$ ;  $p>0.01$ ) and that between brand and image and employer attractiveness were not illustrated ( $\beta=-0.013$ ;  $p>0.01$ ). Thus, Hypothesis 2 was partially supported by the data. The standardized coefficients

indicated that brand trust provided highest influence on employer attractiveness followed by brand competence and brand affect, respectively. For Hypotheses 3, significant relationship between brand competence and brand trust on intention to apply for the job were found ( $\beta=0.101$ ; and  $0.068$ ;  $p<0.001$ ) while that of brand sincerity, brand image, and brand affect were not ( $\beta=0.005$ ;  $-0.017$ ; and  $-0.051$ ;  $p>0.05$ ). Thus, Hypothesis 3 was partially supported by the data. For Hypothesis 4, the significant relationship between employer brand value and employer attractiveness was illustrated ( $\beta=0.758$ ;  $p<0.001$ ). Therefore, Hypothesis 4 was supported by the data. For Hypothesis 5, significant relationship between employer brand value and intention to apply for the job ( $\beta=0.0078$ ;  $p>0.05$ ) was not illustrated while significant relationship between employer attractiveness and intention to apply for the job was illustrated ( $\beta=0.557$ ;  $p<0.001$ ). Hence, Hypothesis 5 was partially supported by the data. The coefficients of the relationship between each pair of the constructs together with their critical value and its significance are in Table 4.7.

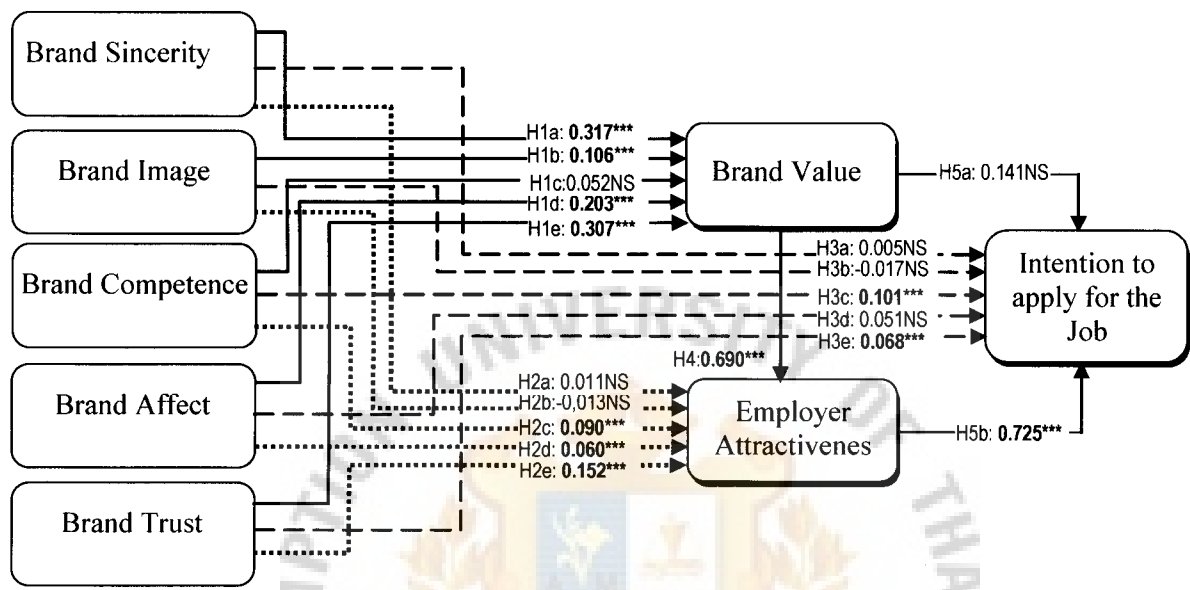
Table 4.7: Structural Relationships of the Constructs in the Path Analysis

Path Relationship			Coefficients		C.R.
			Unstd	Std	
H1a	Brand Sincerity	→ Employer Brand Value	0.317	0.349	11.806 ***
H1b	Brand Image	→ Employer Brand Value	0.106	0.109	4.146 ***
H1c	Brand Competence	→ Employer Brand Value	0.052	0.052	1.502 N.S.
H1d	Brand Affect	→ Employer Brand Value	0.203	0.205	6.499 ***
H1e	Brand Trust	→ Employer Brand Value	0.307	0.302	8.805 ***
H2a	Brand Sincerity	→ Employer Attractiveness	0.011	0.013	0.567 N.S.
H2b	Brand Image	→ Employer Attractiveness	0.013	0.014	0.817 N.S.
H2c	Brand Competence	→ Employer Attractiveness	0.090	0.095	4.262 ***
H2d	Brand Affect	→ Employer Attractiveness	0.060	0.064	2.985 **
H2e	Brand Trust	→ Employer Attractiveness	0.152	0.158	6.412 ***
H3a	Brand Sincerity	→ Intention to Apply	0.005	0.005	0.238 N.S.
H3b	Brand Image	→ Intention to Apply	-0.017	-0.017	-0.968 N.S.
H3c	Brand Competence	→ Intention to Apply	0.101	0.100	4.353 ***
H3d	Brand Affect	→ Intention to Apply	0.051	0.051	2.439 N.S.
H3e	Brand Trust	→ Intention to Apply	0.068	0.065	2.717 ***
H4	Employer Brand Value	→ Employer Attractiveness	0.690	0.728	17.811 ***
H5a	Employer Brand Value	→ Intention to Apply	0.141	0.139	2.068 N.S.
H5b	Employer Attractiveness	→ Intention to Apply	0.725	0.679	10.772 ***

**Remarks:** Unstd = Unstandardized  $\beta$ ; Std = standardized  $\beta$ ; \*\*\*  $p<0.001$ ; \*\*  $p<0.01$ ; \*  $p<0.05$ ; N.S. = Not Significant;  $R^2_{\text{Value}} = 0.710$ ;  $R^2_{\text{Attractiveness}} = 0.906$ ;  $R^2_{\text{Intention}} = 0.804$

The structural relationships among all constructs are concluded graphically in Figure 4.3 as follows:

Figure 4.3: Path Analysis of the Proposed Model



Remarks:  $\chi^2/DF=2.175$ ; GFI=0.969; AGFI=0.903; IFI=0.981; TLI=0.949; CFI=0.981; RMSEA=0.031

The numbers shown in the figure are the unstandardized coefficients

\*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$ ; NS = Not Significant.

#### 4.7 Mean Comparisons

Next testing is the mean comparisons in Hypothesis 6 which aimed to compare the level of all major constructs among groups of the job applicants regarding their demographical characteristics and the industry that they wanted to work in. Fourteen constructs including five employer branding constructs, four brand value dimensions as well as four dimensions of the employer attractiveness and the overall employer attractiveness itself were compared among groups of the prospective employees. All job applicants were categorized by three characteristics which were gender, GPA, and the industry of the firms that they selected. For the first characteristics, gender, two groups, male and female, were categorized. The independent sample t-test was applied to test this mean difference. The results are presented in Table 4.8 as follows:

Table 4.8: Difference of the Constructs among Job Applicants with Different Gender

Construct	Gender		Diff (t-Value)
	Male	Female	
<b>Employer Branding</b>			
Brand Sincerity	4.52 (0.52)	4.53 (0.57)	-0.18 (N.S.)
Brand Image	4.18 (0.53)	4.16 (0.51)	0.49 (N.S.)
Brand Competence	<b>4.33 (0.53)</b>	<b>4.45 (0.48)</b>	<b>-3.77 ***</b>
Brand Affect	4.35 (0.43)	4.35 (0.55)	0.07 (N.S.)
Brand Trust	<b>4.37 (0.56)</b>	<b>4.45 (0.45)</b>	<b>-2.70 **</b>
<b>Brand Value</b>			
Economic Value	4.37 (0.59)	4.45 (0.63)	-2.22 (N.S.)
Development Value	4.39 (0.52)	4.38 (0.55)	0.11 (N.S.)
Social Value	4.34 (0.48)	4.29 (0.47)	1.69 (N.S.)
Diversity Value	<b>4.23 (0.54)</b>	<b>4.12 (0.52)</b>	<b>3.94 ***</b>
<b>Employer Attractiveness</b>	4.40 (0.48)	4.42 (0.48)	-0.53 (N.S.)
Job Advancement	<b>4.35 (0.55)</b>	<b>4.44 (0.54)</b>	<b>-2.84 **</b>
Work Atmosphere	4.49 (0.53)	4.49 (0.51)	-0.04 (N.S.)
Work Initiative & Autonomy	4.38 (0.55)	4.33 (0.56)	1.33 (N.S.)
Management Quality	4.41 (0.50)	4.41 (0.52)	-0.24 (N.S.)

Remarks: Independent sample t-test was performed; the t-score for mean differences were shown  
 \*\*\* $p < 0.001$ ; \*\* $p < 0.01$ ; \* $p < 0.05$

Significant differences of some constructs between male and female were illustrated. First, females perceived the brand competence of their selected firms higher than males ( $t=3.77$ ;  $p < 0.001$ ). Second, females had higher trust on the brand of their selected firm higher than males ( $t=2.70$ ;  $p < 0.001$ ). Then, males were found to perceive diversity value of their selected firms higher than females ( $t=3.94$ ;  $p < 0.001$ ). Lastly, females perceived job advancement of their selected firms higher than males ( $t=2.84$ ;  $p < 0.01$ ). However, other related constructs were not different between males and females.

Next the differences were tested among job applicants who held different GPA level. The job applicants were categorized into four groups based on their cumulative grade



point average (GPA). The four groups were those who earn GPA of less than 2.50, 2.50-3.00, 3.01-3.50, and more than 3.50. The one way analysis of variance (ANOVA) was used to test the mean difference in this part. The scheffé's test was performed to identify the difference across groups of the job applicants. The results are shown in Table 4.9 as follows:

Table 4.9: Difference of the Constructs among Job Applicants with Different GPA

Construct	GPA				Diff
	< 2.50	2.50-3.00	3.01-3.50	>3.50	(F-value)
<b>Employer Branding</b>					
Brand Sincerity	4.57 (0.47) <sup>1</sup>	4.46 (0.61) <sup>1</sup>	<b>4.62 (0.51)<sup>2</sup></b>	4.48 (0.55) <sup>1</sup>	<b>5.171 **</b>
Brand Image	4.13 (0.42) <sup>1</sup>	4.12 (0.56) <sup>1</sup>	4.23 (0.53) <sup>1</sup>	<b>4.28 (0.52)<sup>2</sup></b>	<b>4.859 **</b>
Brand Competence	4.39 (0.47) <sup>1</sup>	4.35 (0.53) <sup>1</sup>	<b>4.51 (0.48)<sup>2</sup></b>	4.46 (0.48) <sup>1</sup>	<b>6.057 ***</b>
Brand Affect	4.36 (0.40) <sup>1</sup>	4.26 (0.58) <sup>1</sup>	<b>4.51 (0.47)<sup>2</sup></b>	4.30 (0.47) <sup>1</sup>	<b>13.516 ***</b>
Brand Trust	4.42 (0.41) <sup>1</sup>	4.35 (0.56) <sup>1</sup>	<b>4.53 (0.49)<sup>2</sup></b>	4.45 (0.40) <sup>1</sup>	<b>7.071 ***</b>
<b>Brand Value</b>					
Economic Value	<b>4.44 (0.57)<sup>2</sup></b>	4.28 (0.65) <sup>1</sup>	<b>4.63 (0.53)<sup>3</sup></b>	<b>4.43 (0.65)<sup>2</sup></b>	<b>18.99 ***</b>
Development Value	4.42 (0.51) <sup>1</sup>	4.28 (0.57) <sup>1</sup>	<b>4.53 (0.49)<sup>2</sup></b>	4.41 (0.50) <sup>1</sup>	<b>12.05 ***</b>
Social Value	4.31 (0.47)	4.27 (0.48)	4.32 (0.49)	4.38 (0.42)	2.14 N.S.
Diversity Value	4.18 (0.58)	4.12 (0.53)	4.22 (0.48)	4.15 (0.51)	2.12 N.S.
<b>Employer Attractiveness</b>	4.40 (0.44) <sup>1</sup>	4.31 (0.51) <sup>1</sup>	<b>4.57 (0.44)<sup>3</sup></b>	<b>4.45 (0.39)<sup>2</sup></b>	<b>17.060 ***</b>
Job Advancement	4.38 (0.50) <sup>1</sup>	4.29 (0.60) <sup>1</sup>	<b>4.57 (0.49)<sup>2</sup></b>	4.59 (0.43) <sup>1</sup>	<b>20.316 ***</b>
Work Atmosphere	4.50 (0.49) <sup>1</sup>	4.38 (0.56) <sup>1</sup>	<b>4.64 (0.46)<sup>2</sup></b>	4.51 (0.44) <sup>1</sup>	<b>14.635 ***</b>
Work Initiative	4.35 (0.52) <sup>1</sup>	4.28 (0.58) <sup>1</sup>	<b>4.51 (0.50)<sup>2</sup></b>	4.26 (0.54) <sup>1</sup>	<b>10.905 ***</b>
Management Quality	4.41 (0.50) <sup>1</sup>	4.30 (0.54) <sup>1</sup>	<b>4.56 (0.48)<sup>3</sup></b>	<b>4.50 (0.45)<sup>2</sup></b>	<b>15.060 ***</b>

Remarks: One-way ANOVA was performed; the F-score for mean differences were shown.  
The Sheffè test was applied to identify the group differences.  
\*\*\*p<0.001; \*\*p<0.01; \*p<0.05

Significant differences of the level of all related constructs among job applicants with different level of GPA were found. For the employer branding, those who earned GPA of 3.01-3.50 perceived brand sincerity (F=5.171; p<0.01), brand competence (F=6.057; p<0.001), brand affect (F=13.516; p<0.001), and brand trust (F=7.071;

$p < 0.001$ ) than other groups while those with GPA higher than 3.50 perceived brand image of their selected firms higher than other groups ( $F = 4.859$ ;  $p < 0.01$ ). For brand value, the job applicants with GPA of 3.01-3.50 perceived economic value of their selected firm higher than those with GPA of less than 2.50 and more than 3.50. The group that perceived economic value significantly less than other group was the job applicants who earned GPA of 2.50-3.00 ( $F = 18.990$ ;  $p < 0.001$ ). For the developmental value, social value and diversity value, the job applicants with GPA of 3.01-3.50 perceived the developmental value as higher than job applicants with other GPA levels ( $F = 12.050$ ;  $p < 0.001$ ).

For the employer attractiveness, job applicants with GPA of 3.01-3.50 perceived overall employer attractiveness and management quality higher than those with GPA more than 3.50 while both groups perceived both constructs higher than the job applicants who had GPA of 2.50-3.00 and less than 2.50 ( $F = 17.060$ ;  $p < 0.001$  and  $F = 15.060$ ;  $p < 0.001$ ). For the rest constructs, job advancement, work atmosphere, and work initiative & autonomy. Job applicants with GPA of 3.01-3.50 perceived them as higher than the job applicants with other GPA levels ( $F = 20.316, 14.635, \text{ and } 10.905$ ;  $p < 0.001$ )

The last comparisons were performed among job applicants who selected their favorite firm in different industry. The job applicants were categorized into five groups based on the industry of the firm that the job applicants would like to work with. The five industries were 1) Technology industry which included technology, IT, electronics, electric, and other related fields; 2) Service industry which included all services such as airline, hotel, restaurant, advertisement, organizer, and so on; 3) Energy & construction industry which includes petroleum, energy, automotive, parts, construction, construction materials, real estate, and other related fields; 4) Finance & monetary-related industry covered finance, banking, accounting, investment, insurance, and others; 5) Retailing industry included retailing, department store, convenience store, FMCG, logistics and transportation, and so on. The one-way ANOVA with the scheffé's test were applied to test the differences of the related constructs among groups of the job applicants. The details of the mean and standard deviation of all constructs of each group as well as the difference value are presented in Table 4.10.

Table 4.10: Difference of the Constructs among Job Applicants with Different Favorite Firm

Construct	Favorite Industry					Diff (F-value)
	Technology	Service	Energy	Finance	Retailing	
Employer Branding						
Sincerity	4.41 (0.69)	4.48 (0.58)	4.61 (0.44)	4.54 (0.52)	4.58 (0.51)	2.465 (N.S.)
Image	4.21 (0.57) <sup>1</sup>	4.15 (0.58) <sup>1</sup>	4.19 (0.49) <sup>1</sup>	<b>4.31 (0.48)<sup>2</sup></b>	4.13 (0.43) <sup>1</sup>	<b>4.583 ***</b>
Competence	4.38 (0.55)	4.36 (0.55)	4.52 (0.43)	4.38 (0.53)	4.43 (0.50)	2.679 (N.S.)
Affect	4.17 (0.53) <sup>1</sup>	4.31 (0.56) <sup>1</sup>	<b>4.45 (0.41)<sup>2</sup></b>	4.31 (0.54) <sup>1</sup>	<b>4.40 (0.47)<sup>2</sup></b>	<b>5.399 ***</b>
Trust	4.37 (0.47)	4.45 (0.43)	4.47 (0.46)	4.45 (0.54)	4.46 (0.47)	1.558 (N.S.)
Brand Value						
Economic	4.40 (0.64)	4.32 (0.63)	4.43 (0.54)	4.46 (0.63)	4.51 (0.62)	1.690 (N.S.)
Developmental	4.45 (0.54)	4.39 (0.53)	4.40 (0.48)	4.41 (0.57)	4.38 (0.53)	0.717 (N.S.)
Social	4.18 (0.49)	4.37 (0.53)	4.36 (0.42)	4.30 (0.45)	4.33 (0.41)	2.913 (N.S.)
Diversity	4.19 (0.54)	4.13 (0.62)	4.20 (0.48)	4.19 (0.45)	4.20 (0.51)	1.065 (N.S.)
Attractiveness	4.40 (0.51)	4.30 (0.65)	4.44 (0.52)	4.45 (0.57)	4.43 (0.55)	1.359 (N.S.)
Job Advancement	4.52 (0.53)	4.45 (0.50)	4.54 (0.48)	4.49 (0.54)	4.47 (0.46)	0.807 (N.S.)
Work Atmosphere	4.44 (0.52)	4.33 (0.54)	4.43 (0.48)	4.28 (0.57)	4.36 (0.50)	2.183 (N.S.)
Work Initiative	4.37 (0.57)	4.37 (0.52)	4.50 (0.44)	4.47 (0.52)	4.44 (0.50)	2.796 (N.S.)
Management Q	4.41 (0.63)	4.32 (0.62)	4.46 (0.50)	4.48 (0.60)	4.51 (0.60)	2.032 (N.S.)

Remarks: One-way ANOVA was performed; the F-score for mean differences were shown. The Sheffè test was applied to identify the group differences.  
 \*\*\*p<0.001; \*\*p<0.01; \*p<0.05; N.S.=Not Significant

Only two differences among groups were found. Job applicants who would like to work in a firm in finance, banking, accounting and other monetary related fields perceived brand image of their favorite firms significantly higher than the job applicants who wanted to work in other industries (F=4.583; p<0.001). Another difference was found on brand affect. Job applicants who wanted to work in construction and energy industry together with those who would like to get a job in the retailing, trading, and FMCG industry perceived brand affect of their favorite firms significantly higher than the job applicants who chose other industries (F=5.399; p<0.001). The differences of brand sincerity (F=2.465; p>0.05), brand competence (F=2.679; p>0.05), brand trust (F=1.558; p>0.05) among groups of the

job applicants who selected the firms indifferent industries were not found. Also, the differences of all dimensions of the brand value i.e. economic ( $F=2.032$ ;  $p>0.05$ ), developmental ( $F=0.796$ ;  $p>0.05$ ), social ( $F=2.564$ ;  $p>0.05$ ) and diversity value ( $F=0.610$ ;  $p>0.05$ ) were not found. Similarly, the differences of the employer attractiveness ( $F=1.359$ ;  $p>0.05$ ) as well as its all dimensions i.e. job advancement ( $F=0.807$ ;  $p>0.05$ ), work atmosphere ( $F=2.183$ ;  $p>0.05$ ), work initiative & autonomy ( $F=2.796$ ;  $p>0.05$ ), and management quality ( $F=2.032$ ;  $p>0.05$ ) were also not found.

Regarding to the data analysis results in this part, some significant differences of the constructs among groups of the job applicants were found while the differences of most constructs among groups of the job applicants with different gender, GPA, and favorite industry were illustrated. Thus, Hypothesis 6: the level of the employer branding i.e. brand image, brand sincerity, brand competence, brand affect, and brand trust, as well as employer attractiveness, and employer brand value are different among job applicants with different gender (a), GPA (b), and favorite industry (c) was partially supported by the data.

#### **4.8 Multiple Group Analysis**

To test Hypothesis 7: Job applicants with different favorite industry have different relationship between employer branding i.e. brand image, brand sincerity, brand competence, brand affect, and brand trust, employer attractiveness, employer brand value and intention to apply for the job at their favorite firm, the multiple group analysis was performed. All 1,128 sets of data were categorized into five groups based on the industry of the firm that they would like to work with. The five groups were called, in short, as 1) technology industry, 2) service industry, 3) energy & construction industry, 4) finance & monetary related industry, and 5) retailing industry.

The analysis of the model fits of each group was performed. Acceptable fits of all models were illustrated since all fit indices exceeded the required level of each

criterion. Structural paths in all five models could be identified. Table 4.11 shows the actual fit indices of the five groups of the job applicants.

Table 4.11: Comparisons of the Fit Indices of the All Models

Fit Indices	Hypothesized Model Fits for each Industry				
	Technology	Service	Energy	Finance	Retailing
$\chi^2/df$	2.437	2.53	2.639	2.058	2.645
GFI	0.875	0.890	0.898	0.866	0.93
IFI	0.943	0.948	0.943	0.916	0.971
CFI	0.942	0.946	0.942	0.915	0.97
RMSEA	0.068	0.039	0.04	0.074	0.071

**Remarks:** GFI= Goodness of Fit Index (required level= $\leq 3$ );  
 IFI = Incremental Fit Index (required level= $\geq 0.9$ );  
 CFI = Comparative Fit Index (required level= $\geq 0.9$ );  
 RMSEA= Root Mean Square Error of Approximation (required level= $\leq 0.08$ )  
 $\Delta\chi^2 = 250.02$ ;  $df = 64$ ;  $p < 0.001$

Good fits were illustrated for all groups. The Chi-squares per degree of freedom of all groups were 2.437, 2.53, 2.639, 2.058, and 2.645 which less than the cutoff point of 3.00. The IFI and CFI of all models exceeded the required level of 0.90 while the RMSEA of all groups were less than the cutoff points of 0.08. The goodness fit indices (GFI) of all groups except the last model were in the marginal level since they were 0.875, 0.890, 0.898, and 0.866 which were less than 0.90. However, as the GFI varied based on the sample size, the less than 0.90 GFI value was usually illustrated. Even though the GFI of some groups were less than 0.9 but their values almost reached the required point of 0.90. Thus, this result could be acceptable. Therefore, all five SEM models of the job applicants who selected the firms in different industries were said to be significant. Multiple group analyses were performed. The relationships of all constructs were compared among five groups of the job applicants. The chi-square difference of 250.02 with the degree of freedom of 64 and p-value of less than 0.001 indicated the significant difference among groups. To identify the differences of the path of relationship of the constructs, the comparisons between each pair of the group were focused. Ten comparisons between groups i.e. 1) technology industry and service industry; 2) technology industry and energy & construction industry; 3) technology industry and finance & monetary-related industry; 4)

technology industry and retailing industry; 5) service industry and energy & construction industry; 6) service industry and finance & monetary-related industry; 7) service industry and retailing industry; 8) energy & construction industry and finance & monetary-related industry; 9) energy & construction industry and retailing industry; and 10) finance & monetary-related industry and retailing industry. The chi-square difference of each pair of the structural models together with their degree of freedom and significant value (p-value) were reported. The details can be seen in Table 4.12. The conclusions of the difference between groups were also presented.

Table 4.12: Chi-Square Difference between Models

Industries	Difference		P-value	Group Difference
	$\Delta\chi^2$	df		
Technology <sup>1</sup> $\leftrightarrow$ Service <sup>2</sup>	56.2	16	0.000	***
Technology <sup>1</sup> $\leftrightarrow$ Energy <sup>3</sup>	55.5	16	0.000	***
Technology <sup>1</sup> $\leftrightarrow$ Finance <sup>4</sup>	99.6	16	0.000	***
Technology <sup>1</sup> $\leftrightarrow$ Retailing <sup>5</sup>	96.0	16	0.000	***
Service <sup>2</sup> $\leftrightarrow$ Energy <sup>3</sup>	42.6	16	0.000	***
Service <sup>2</sup> $\leftrightarrow$ Finance <sup>4</sup>	84.8	16	0.000	***
Service <sup>2</sup> $\leftrightarrow$ Retailing <sup>5</sup>	65.9	16	0.000	***
Energy <sup>3</sup> $\leftrightarrow$ Finance <sup>4</sup>	63.6	16	0.000	***
Energy <sup>3</sup> $\leftrightarrow$ Retailing <sup>5</sup>	49.6	16	0.000	***
Finance <sup>4</sup> $\leftrightarrow$ Retailing <sup>5</sup>	77.0	16	0.000	***

**Remarks:** <sup>1</sup> Technology includes technology, IT, electronics, electricians etc.  
<sup>2</sup> Service includes airline, hotel, restaurant, advertising, etc.  
<sup>3</sup> Energy includes energy, automotive, construction, real estate, etc.  
<sup>4</sup> Finance includes finance, banking, accounting, insurance, etc.  
<sup>5</sup> Retailing includes retailing, trading department store, convenience store, FMCG, etc.

Significance differences of all pairs were illustrated. The chi-square differences ( $\Delta\chi^2$ ) between groups were significant for all ten pairs, as seen in Table 4.12. Hence, the differences of the five structural relations between 1) employer branding and employer brand value; 2) employer branding and employer attractiveness, 3) employer brand value and employer attractiveness, 4) employer brand value and intention to apply for the job, and 5) employer attractiveness and intention to apply for the job were compared between each pair of models.



First, the structural relations between the models for technology industry and service industry were compared. The unstandardized coefficients as indicating the structural relations between constructs were shown for each model. The significance of each structural relation was also shown. Then, the levels of the same structural relations of the two models were compared. The critical values, i.e. z-score, of the differences were presented. Significant critical values indicated the difference of that structural relation of the two groups. The results of the multiple group analysis of the first pair are shown in Table 4.13 as follows:

Table 4.13: Comparisons of the Structural Relationships among Constructs between Technology Industry and Service Industry

Path			Unstandardized $\beta$		CR (z-score)
			Technology	Service	
Brand Sincerity	→	Employer Brand Value	0.313***	0.216**	-1.062
Brand Image	→	Employer Brand Value	-0.006	-0.083	-0.843
Brand Competence	→	Employer Brand Value	0.015	0.177	1.268
Brand Affect	→	Employer Brand Value	0.01	0.14	1.15
Brand Trust	→	Employer Brand Value	0.456***	0.438***	-0.115
Brand Sincerity	→	Employer Attractiveness	0.028	0.036	0.177
Brand Image	→	Employer Attractiveness	<b>0.071*</b>	<b>0.051</b>	<b>-2.761*</b>
Brand Competence	→	Employer Attractiveness	<b>0.141***</b>	<b>0.075</b>	<b>3.458**</b>
Brand Affect	→	Employer Attractiveness	<b>0.052</b>	<b>0.202***</b>	<b>2.716*</b>
Brand Trust	→	Employer Attractiveness	<b>0.269***</b>	<b>0.016</b>	<b>-2.985**</b>
Employer Brand Value	→	Employer Attractiveness	0.832***	0.707***	-1.124
Employer Brand Value	→	Intention to Apply	<b>0.996***</b>	<b>0.213</b>	<b>-3.026**</b>
Employer Attractiveness	→	Intention to Apply	<b>0.120</b>	<b>0.816***</b>	<b>3.005**</b>

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \* p<0.05; \*\* p<0.01; \*\*\* p<0.001

Significant difference of the model was illustrated ( $\Delta\chi^2=56.2$ ;  $df=16$ ;  $p<0.001$ ). The results indicated that the relationship of the brand image, brand competence, brand trust and employer attractiveness of the job applicants who wanted to work in the technology industry while those of the service industry were not significant. Moreover, the relationship between employer brand value and intention to apply for the job of the technology industry was significant while that of service industry was

not significant. In contrast, the relationship between brand affect and employer attractiveness and employer attractiveness and intention to apply for the job of the service industry were significant while those of the technology industry were not.

The second comparison was the structural equation model of the job applicants who wanted to work in technology industry and energy & construction industry. Significance of difference of the model was shown ( $\Delta\chi^2=55.5$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural paths of the two models are presented in Table 4.14.

Table 4.14: Comparisons of the Structural Relationships among Constructs between Technology Industry and Energy Industry

Path			Unstandardized $\beta$		CR (z-score)
			Technology	Energy	
Brand Sincerity	→	Employer Brand Value	0.313***	0.162*	-1.788
Brand Image	→	Employer Brand Value	-0.006	0.154**	1.895
Brand Competence	→	Employer Brand Value	0.015	0.13	1.038
Brand Affect	→	Employer Brand Value	<b>0.01</b>	<b>0.301***</b>	<b>2.807**</b>
Brand Trust	→	Employer Brand Value	0.456***	0.349***	- 0.883
Brand Sincerity	→	Employer Attractiveness	0.028	0.023	- 0.091
Brand Image	→	Employer Attractiveness	0.071*	0.006	- 1.427
Brand Competence	→	Employer Attractiveness	<b>0.141***</b>	<b>0.071</b>	<b>3.562**</b>
Brand Affect	→	Employer Attractiveness	0.052	- 0.089	- 2.36*
Brand Trust	→	Employer Attractiveness	<b>0.269***</b>	<b>0.119</b>	<b>- 2.167*</b>
Employer Brand Value	→	Employer Attractiveness	0.832***	0.704***	- 1.178
Employer Brand Value	→	Intention to Apply	0.996***	0.344*	- 2.659**
Employer Attractiveness	→	Intention to Apply	0.120	0.584***	2.043

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

Three structural relations were found to be significantly different between groups. First, the relationship between brand affect and employer brand value of the energy industry was found to be significant while that of technology industry was not significant. In contrast, structural relations of brand competence and employer attractiveness and brand trust and employer attractiveness of the technology industry were found to be significant while those of energy industry were not.

The third comparison was done between the structural equation models of the technology industry and finance & monetary-related industry. Significant difference between the two models was found ( $\Delta\chi^2=99.6$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural paths of the two models are presented in Table 4.15.

Table 4.15: Comparisons of the Structural Relationships among Constructs between Technology Industry and Finance & Monetary-Related Industry

Path			Unstandardized $\beta$		CR (z-score)
			Technology	Finance	
Brand Sincerity	→	Employer Brand Value	0.313***	0.244***	-0.833
Brand Image	→	Employer Brand Value	-0.006	0.105	1.284
Brand Competence	→	Employer Brand Value	0.015	0.202**	1.786
Brand Affect	→	Employer Brand Value	<b>0.01</b>	<b>0.252***</b>	<b>2.598**</b>
Brand Trust	→	Employer Brand Value	<b>0.456***</b>	<b>0.128</b>	<b>-2.749**</b>
Brand Sincerity	→	Employer Attractiveness	0.028	-0.068	-1.818
Brand Image	→	Employer Attractiveness	<b>0.071*</b>	<b>0.033</b>	<b>-2.322*</b>
Brand Competence	→	Employer Attractiveness	-0.141***	-0.039	1.842
Brand Affect	→	Employer Attractiveness	0.052	-0.119	-3.049
Brand Trust	→	Employer Attractiveness	<b>0.269***</b>	<b>0.138***</b>	<b>-2.019*</b>
Employer Brand Value	→	Employer Attractiveness	0.832***	1.22***	2.582**
Employer Brand Value	→	Intention to Apply	<b>0.996***</b>	<b>0.088*</b>	<b>-5.091***</b>
Employer Attractiveness	→	Intention to Apply	<b>0.120</b>	<b>1.846***</b>	<b>4.7***</b>

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

The results indicated six differences of the structural paths. First, the relationship between brand affect and employer brand value of the finance & monetary-related industry was significant while that of technology industry was not. Second, the structural relations between brand trust and brand value and brand image and brand attractiveness of the technology industry were significant while those of finance & monetary-related industry were not. Next, the relationship between brand trust and employer attractiveness of both groups were significant but that of the technology industry model was significantly stronger than that of finance & monetary-related industry. Significant relationships between brand value and employer attractiveness

were found to be significant for both models but the relationship coefficients of the finance & monetary-related model was stronger. In addition, the relationship between brand value and intention to apply for the job of both groups were significant. However, such relationship of the technology model was found to be stronger than that of finance & monetary-related was shown. The differences of other structural paths between the two groups i.e. technology and finance & monetary-related were not shown.

The fourth was the comparison was done between the job applicants who would like to work in technology industry and those who chose retailing industry. Significant difference between the two models was found ( $\Delta\chi^2=96.0$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural paths of the two models are presented in Table 4.16.

Table 4.16: Comparisons of the Structural Relationships among Constructs between Technology Industry and Retailing Industry

Path			Unstandardized $\beta$		CR (z-score)
			Technology	Retailing	
Brand Sincerity	→	Employer Brand Value	0.313***	0.476***	1.757
Brand Image	→	Employer Brand Value	-0.006	0.534***	5.051***
Brand Competence	→	Employer Brand Value	0.015	0.204*	1.551
Brand Affect	→	Employer Brand Value	0.01	0.033	0.211
Brand Trust	→	Employer Brand Value	0.456***	-0.067	-3.929***
Brand Sincerity	→	Employer Attractiveness	0.028	-0.037	-1.13
Brand Image	→	Employer Attractiveness	0.071*	0.004	-1.056
Brand Competence	→	Employer Attractiveness	0.141***	0.121	4.221***
Brand Affect	→	Employer Attractiveness	0.052	0.145***	1.737
Brand Trust	→	Employer Attractiveness	0.269***	0.171***	-1.424
Employer Brand Value	→	Employer Attractiveness	0.832***	0.536***	-2.682**
Employer Brand Value	→	Intention to Apply	0.996***	0.174	-3.465**
Employer Attractiveness	→	Intention to Apply	0.120	0.79***	3.102**

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
\*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

The relationship between brand image and employer brand value and that between employer attractiveness and intention to apply for the job of the retailing industry was significant while those of the technology industry were not significant. Three relationships between 1) brand trust and employer brand value, 2) brand competence and employer attractiveness, and 3) employer brand value and intention to apply for the job of the technology industry were significant while those of retailing industry were not. Lastly, the relationship between employer brand value and employer attractiveness were significant for both group but the stronger relationship was found in technology industry model.

The next comparison was done between the job applicants who would like to work in service industry and those who chose energy industry. Significant difference between the two models was found ( $\Delta\chi^2=42.6$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural relations of the two models are presented in Table 4.17.

Table 4.17: Comparisons of the Structural Relationships among Constructs between Service Industry and Energy Industry

Path			Unstandardized $\beta$		CR (z-score)
			Service	Energy	
Brand Sincerity	→	Employer Brand Value	0.216**	0.162*	-0.577
Brand Image	→	Employer Brand Value	0.083	<b>0.154**</b>	<b>2.823**</b>
Brand Competence	→	Employer Brand Value	0.177	0.130	-0.385
Brand Affect	→	Employer Brand Value	0.140	0.301***	1.435
Brand Trust	→	Employer Brand Value	0.438***	0.349***	-0.619
Brand Sincerity	→	Employer Attractiveness	0.036	0.023	-0.231
Brand Image	→	Employer Attractiveness	-0.051	0.006	1.180
Brand Competence	→	Employer Attractiveness	0.075	0.071	-0.056
Brand Affect	→	Employer Attractiveness	<b>0.202***</b>	<b>-0.089</b>	<b>-4.382***</b>
Brand Trust	→	Employer Attractiveness	0.016	0.119	1.240
Employer Brand Value	→	Employer Attractiveness	0.707***	0.704***	-0.030
Employer Brand Value	→	Intention to Apply	0.213	0.344*	0.673
Employer Attractiveness	→	Intention to Apply	0.816***	0.584***	-1.142

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

The next comparison was done between the job applicants who would like to work in service industry and those who chose energy industry. Significant difference between the two models was found ( $\Delta\chi^2=84.8$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural relations of the two models are presented in Table 4.18.

Table 4.18: Comparisons of the Structural Relationships among Constructs between Service Industry and Finance & Monetary-Related Industry

Path			Unstandardized $\beta$		CR (z-score)
			Service	Finance	
Brand Sincerity	→	Employer Brand Value	0.216**	0.244***	0.3
Brand Image	→	Employer Brand Value	-0.083	0.105	2.189
Brand Competence	→	Employer Brand Value	0.177	0.202**	0.223
Brand Affect	→	Employer Brand Value	0.14	0.252***	1.094
Brand Trust	→	Employer Brand Value	0.438***	0.128	-2.190*
Brand Sincerity	→	Employer Attractiveness	0.036	- 0.068	-1.748
Brand Image	→	Employer Attractiveness	-0.051	- 0.033	0.381
Brand Competence	→	Employer Attractiveness	0.075	- 0.039	-1.797
Brand Affect	→	Employer Attractiveness	0.202***	0.119	-5.083***
Brand Trust	→	Employer Attractiveness	0.016	0.138***	1.526
Employer Brand Value	→	Employer Attractiveness	0.707***	1.22***	3.572**
Employer Brand Value	→	Intention to Apply	0.213	1.088	3.413
Employer Attractiveness	→	Intention to Apply	0.816***	1.846***	2.917**

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
\*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

Four differences of the structural paths were illustrated. The first two, relationship between brand trust and employer brand value and the relationship between brand affect and employer attractiveness of the service industry model were significant while those of finance & monetary-related industry were not. Next, the relationship between employer brand value and employer attractiveness as well as the relationship between employer attractiveness and intention to apply for the job were significant in both models. However, both structural relations of the finance & monetary-related industry were significantly higher than that of the service industry.



Next the comparison between two models of the job applicants who wanted to work in service industry and retailing industry was performed. Significant difference between the two models was shown ( $\Delta\chi^2=65.9$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural relations of the two models are presented in Table 4.19.

Table 4.19: Comparisons of the Structural Relationships among Constructs between Service Industry and Retailing Industry

Path		Unstandardized $\beta$		CR (z-score)
		Service	Retailing	
Brand Sincerity	→ Employer Brand Value	0.216**	0.476***	2.537*
Brand Image	→ Employer Brand Value	0.083	0.534***	5.792***
Brand Competence	→ Employer Brand Value	0.177	0.204*	0.207
Brand Affect	→ Employer Brand Value	0.14	0.033	-0.925
Brand Trust	→ Employer Brand Value	0.438***	-0.067	-3.295**
Brand Sincerity	→ Employer Attractiveness	0.036	-0.037	-1.15
Brand Image	→ Employer Attractiveness	-0.051	0.004	0.836
Brand Competence	→ Employer Attractiveness	0.075	0.121	0.652
Brand Affect	→ Employer Attractiveness	0.202***	0.145***	-0.935
Brand Trust	→ Employer Attractiveness	0.016	0.171***	1.87
Employer Brand Value	→ Employer Attractiveness	0.707***	0.536***	-1.683
Employer Brand Value	→ Intention to Apply	0.213	0.174	-0.21
Employer Attractiveness	→ Intention to Apply	0.816***	0.79***	-0.139

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

Significant differences were illustrated in three paths. First, the relationship between brand sincerity and employer brand value of both models were significant while such relationship of the retailing model was found to be stronger. Second, relationship of brand image and employer brand value in retailing model was significant while that path in service industry was not. Finally, relationship of brand trust and employer brand value in service industry was significant while that path in retailing model was not.

The next analysis was done to compare the models of the job applicants who wanted to work in energy industry and finance & monetary-related industry. Significant

difference between the two models was shown ( $\Delta\chi^2=63.6$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural relations of the two models are presented in Table 4.20.

Table 4.20: Comparisons of the Structural Relationships among Constructs between Energy Industry and Finance & Monetary-Related Industry

Path			Unstandardized $\beta$		CR (z-score)
			Energy	Finance	
Brand Sincerity	→	Employer Brand Value	0.162*	0.244***	0.953
Brand Image	→	Employer Brand Value	0.154**	0.105	-0.627
Brand Competence	→	Employer Brand Value	0.13	0.202**	0.75
Brand Affect	→	Employer Brand Value	0.301***	0.252***	-0.523
Brand Trust	→	Employer Brand Value	<b>0.349***</b>	<b>0.128</b>	<b>-2.388*</b>
Brand Sincerity	→	Employer Attractiveness	0.023	-0.068	-1.509
Brand Image	→	Employer Attractiveness	0.006	-0.033	-0.797
Brand Competence	→	Employer Attractiveness	0.071	-0.039	-1.818
Brand Affect	→	Employer Attractiveness	-0.089	-0.119*	-0.448
Brand Trust	→	Employer Attractiveness	0.119	0.138***	0.295
Employer Brand Value	→	Employer Attractiveness	<b>0.704***</b>	<b>1.22***</b>	<b>3.644**</b>
Employer Brand Value	→	Intention to Apply	<b>0.344*</b>	<b>0.088</b>	<b>-3.848**</b>
Employer Attractiveness	→	Intention to Apply	<b>0.584***</b>	<b>1.846***</b>	<b>3.606**</b>

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

Four different relationship paths were illustrated. First two differences were found on the relationship between brand trust and employer brand value and the relationship between employer brand value and intention to apply for the job. Both relationships were found to be significant in energy industry model but not significant in finance & monetary-related model. The next two differences were found in the relationship between employer brand value and employer attractiveness and the relationship between employer attractiveness and intention to apply for the job. The two relationship paths were significant in both models while the relationships of the finance & monetary-related model were found to be stronger than that of the energy model. Next analysis was to compare the models of the job applicants who selected energy industry and retailing industry. The differences of the two model was shown to

be significant ( $\Delta\chi^2=49.6$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural relations of the two models are presented in Table 4.21.

Table 4.21: Comparisons of the Structural Relationships among Constructs between Energy Industry and Retailing Industry

Path			Unstandardized $\beta$		CR (z-score)
			Energy	Retailing	
Brand Sincerity	→	Employer Brand Value	<b>0.162*</b>	<b>0.476***</b>	<b>3.247**</b>
Brand Image	→	Employer Brand Value	<b>0.154**</b>	<b>0.534***</b>	<b>3.780**</b>
Brand Competence	→	Employer Brand Value	0.13	0.204*	0.643
Brand Affect	→	Employer Brand Value	<b>0.301***</b>	<b>0.033</b>	<b>-2.510*</b>
Brand Trust	→	Employer Brand Value	<b>0.349***</b>	<b>-0.067</b>	<b>-3.79**</b>
Brand Sincerity	→	Employer Attractiveness	0.023	-0.037	-0.934
Brand Image	→	Employer Attractiveness	0.006	0.004	-0.032
Brand Competence	→	Employer Attractiveness	0.071	0.121	0.734
Brand Affect	→	Employer Attractiveness	<b>-0.089</b>	<b>0.145***</b>	<b>3.598**</b>
Brand Trust	→	Employer Attractiveness	0.119	0.171***	0.776
Employer Brand Value	→	Employer Attractiveness	0.704***	0.536***	-1.701
Employer Brand Value	→	Intention to Apply	0.344*	0.174	-1.030
Employer Attractiveness	→	Intention to Apply	0.584***	0.79***	1.112

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

Five differences of the structural paths of the two models were shown. The first two differences were found in the relationship of brand sincerity and brand image and employer brand value. The paths of the two models were significant while that of the retailing model were stronger than that of energy model. Next two differences were found in the relationship between brand affect and employer brand value as well as the relationship between brand trust and employer brand value. The two structural paths in the energy industry were significant while the significance of the same paths in the retailing industry were not found. The last difference of the relationship path was found between brand affect and employer attractiveness. That path of the retailing industry was significant while that of the energy industry was not.

Last analysis was to compare the models of the job applicants who selected finance & monetary-related and retailing industry. Significant differences of the two model was illustrated ( $\Delta\chi^2=77.0$ ;  $df=16$ ;  $p<0.001$ ). The differences of the structural relations of the two models are presented in Table 4.22.

Table 4.22: Comparisons of the Structural Relationships among Constructs between Finance & Monetary-Related Industry and Retailing Industry

Path			Unstandardized $\beta$		CR (z-score)
			Finance	Retailing	
Brand Sincerity	→	Employer Brand Value	0.244***	0.476***	2.443*
Brand Image	→	Employer Brand Value	0.105	0.534***	4.202***
Brand Competence	→	Employer Brand Value	0.202**	0.204*	0.012
Brand Affect	→	Employer Brand Value	0.252***	0.033	-2.268*
Brand Trust	→	Employer Brand Value	0.128	-0.067	-1.819
Brand Sincerity	→	Employer Attractiveness	-0.068	-0.037	0.46
Brand Image	→	Employer Attractiveness	-0.033	0.004	0.557
Brand Competence	→	Employer Attractiveness	-0.039	0.121	2.531*
Brand Affect	→	Employer Attractiveness	0.119*	0.145***	4.279***
Brand Trust	→	Employer Attractiveness	0.138***	0.171***	0.532
Employer Brand Value	→	Employer Attractiveness	1.22***	0.536***	-4.792
Employer Brand Value	→	Intention to Apply	1.088*	0.174	3.442**
Employer Attractiveness	→	Intention to Apply	1.846***	0.79***	-3.081

**Remarks:** CR= Critical Ratio for the Difference: Significant difference of the structural relationships between constructs is tested by the z-score  
 \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$

Four structural relationships were found to be different between the two groups. First, relationship of brand sincerity and employer brand value in the retailing industry was found to be stronger than that of finance & monetary –related industry even though the paths of both models were significant. The same difference was found on the relationship between brand affect and employer attractiveness. Next difference was on the relationship between brand affect and employer brand value. That path of the finance & monetary-related model was significant while that of retailing industry was not. The same difference was found on the relationship between employer brand value and intention to apply for the job at the selected firm.

Regarding to the findings form all multiple group analyses, even though the difference of all pairs of the models were illustrated, not all relationship paths of the model were significantly different. As such, hypothesis 7 was partially supported by the data. All seven hypotheses could be concluded in Table 4.23 as follows:

Table 4.23: Hypotheses Testing Results

Hypothesis	Results
H1: Employer’s brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to perceived brand value of the employer	Partial Supported
H2: Employer’s brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to employer attractiveness	Partial supported
H3: Employer’s brand sincerity (a), brand image (b), brand competence (c), brand affect (d), and brand trust (e) are related to intention to apply for the job	Partial Supported
H4: Perceived brand value of the employer is related to employer attractiveness	Supported
H5: Perceived brand value of the employer (a) and employer attractiveness (b) are related to intention to apply for the job	Partial Supported
H6: The level of the employer branding i.e. brand image, brand sincerity, brand competence, brand affect, and brand trust, as well as employer attractiveness, and employer brand value are different among job applicants with different gender (a), GPA (b), and favorite industry (c)	Partial Supported
H7: Job applicants with different favorite industry have different relationship between employer branding i.e. brand image, brand sincerity, brand competence, brand affect, and brand trust, employer attractiveness, employer brand value and intention to apply for the job at their favorite firm.	Partial supported

## 4.8 Summary

Data analysis and main research findings from the survey data were reported in this chapter. Reliability of the data was firstly verified by the Cronbach's alpha coefficient analysis. Satisfactory results were obtained. Then, confirmatory factor analysis was conducted. Also, satisfactory results were illustrated. The fit indices of the measurement model were shown. The reliability and construct validity of the survey data were ensured. Structural equation model was developed based on the aggregate data of 1,128 sets. Good fits of the model were shown. Significant relationships between the employer branding and employer brand value were found while only the relationship between brand competence, brand affect, and brand trust and employer attractiveness were found to be significant. In addition, employer brand value significantly related to employer attractiveness. Significant relationship between employer attractiveness and intention to apply for the job at their favorite firms was also shown while the relationship between employer brand value and intention to apply for the job is not significant. Significant differences of some constructs between gender and among job applicants who had different GPA and different favorite firms were found. Moreover, the difference of the SEM models of the job applicants who would like to work in different industries was found.



## CHAPTER 5

### CONCLUSION, DISCUSSION, AND RECOMMENDATION

The main purpose of this research was to test the relationship between employer branding, employer brand value, employer attractiveness and intention to apply for a job at the selected firm. Five employer branding constructs were emphasized which were brand sincerity, brand image, brand competence, brand affect, and brand trust. These five employer branding constructs were popularly used in both marketing and human resource field. Employer brand value was also adapted from the perceived value construct in marketing field which was also popular in both marketing and management field including the human resource management field. Employer attractiveness was extended from the employer branding. As the employer branding seemed to be broad and unable to attract the potential employees directly, the concept of employer attractiveness has been introduced to the human resource management field some decades ago. Even though there were several researches studying the employer attractiveness construct, the employer attractiveness scale seemed to be limited and not practical, especially in Thai context. As such, the development of employer attractive scale was focused firstly in this research. Then the survey was conducted to test the relationship of all related constructs as proposed in the main research question of this research.

#### 5.1 Conclusion

For the development of the employer attractiveness scale, forty-eight measurement items were firstly developed based on the previous research findings and the focus group discussion results. The Cronbach's Alpha Coefficient and Corrected Item-to-Total Correlation analysis was performed together with the exploratory factor analysis and confirmatory factor analysis in the scale purification and validation process. The thirty valid and reliable measurement items were obtained from such procedure. Four dimensions of the employer attractiveness were identified which were "Job Advancement," "Work Atmosphere," "Work Initiative & Autonomy" and

“Management Quality”. The employer attractiveness scale was adopted in the survey procedure.

To test the relationships of all related constructs, the questionnaire survey research was designed. The 1,128 usable data sets collected from the students were enrolling the last semester in three well-known universities and were searching for a job were used for the data analysis. These students were the proxy for the job applicants. Each of the respondents was asked to select the most favorite firm that they want to work with. The job applicants were categorized into five groups based on the industry of the firms that they selected. The comparisons among groups were also tested.

Significant relationship between brand sincerity, brand image, brand affect and brand trust and employer brand value were illustrated while that with brand competence, was not found. Only relationship between brand competence, brand affect and brand trust and employer attractiveness were shown. The significant relationship between brand sincerity and employer attractiveness as well as that of brand trust and employer attractiveness were not found. In addition, the employer brand value was significant related to employer attractiveness while employer attractiveness was significantly related to intention of the job applicants to apply for a job in their favorite firms. In contrast, the relationship between employer brand value and intention to apply for the job was not significant. In addition, the differences of the structural models of all groups of the job applicants were illustrated. The significant differences were found in all pairs of the groups but not on all structural relations in the models.

## **5.2 Discussion of the Findings**

The findings could be categorized into three points i.e. 1) Influence of employer branding on employer brand value, employer attractiveness, and intention to apply for the job; 2) Influence of employer brand value and employer attractiveness on intention to apply for the Job; and 3) Difference of the structural relations among groups of the job applicants who selected a firm in “Technology Industry” “Service

Industry” “Energy & Construction Industry” “Finance & monetary-related Industry” and “Retailing Industry”. The details of each finding are as follows:

### ***5.2.1 Influence of Employer Branding on Employer Brand Value, Employer Attractiveness, and Intention to Apply for the Job***

Two employer branding constructs, brand trust and brand affect, were found to have significant relationship with all three dependent constructs i.e. employer brand value, employer attractiveness, and intention to apply for the job. This finding was not surprising, many previous researches found the importance of both brand trust and brand affect on the perception of the stakeholders (e.g. Chaudhuri, & Holbrook, 2001; Rampl, & Kenning, 2014). Searle et al., (2011) explained trust on the employer brand as the confidence on working process, organizational process and all internalization of the firm. As brand trust infers to the reliability, confidence, and trustworthy on the firm, it was undoubtedly that the brand trust could lead to brand value and attractiveness of the firm as well as the need to work with that firm.

Brand affect explains the emotional attachment or psychological bonding between the employer and prospective employees. Brand affect usually comes from the positive emotional responses caused by the repetitive positive events that occur between employer and employees. Positive feelings, sentiments, positive emotion, happiness that occur between employees and the firm would, undoubtedly, affect the employees to perceive the firm as high value and attractive. Consequently, the needs to work with the firm would be resulted.

Brand competence was found to have significant relationship with employer attractiveness and intention to apply for the job. The brand competence infers to the ability of the firm to run its core business successfully, stability, and reliably. The core businesses here cover the routine work, day-by-day activities, as well as the capability to solve both routine and novel problems of the firm. High quality of product offered to the customers and high performance management tasks would be the results of the competence of the firm. Successful, market leader, hard-working, high performing, and so on would reflect the characteristics of brand competence.

Brand image and brand sincerity were found to have significant relationship with employer brand value but not employer attractiveness and intention to apply for the job. Brand image is the perception of the employee on the firm in the big picture as a set of beliefs or general impression toward the firm. Perception on the firm's benefits i.e. functional, monetary, psychological and social benefits may be developed in the superficial level. As such it may lead the prospective employees to perceive the firm as high value but it might be unable to either attract or motivate them to apply for the job in that firm. Similar to the brand sincerity, even though it is closely related to brand trust, it is developed in the big picture, superficial, and more consumer-oriented. Thus, it was not surprising that both brand image and brand sincerity, in the prospective employee point of view, were associating with the brand value of the employer but neither the attractiveness of the employer nor intention to work in that firm.

### ***5.2.2 Influence of Employer Brand Value and Employer Attractiveness on Intention to Apply for the Job***

The significant relationship between employer attractiveness and intention to apply for the job was illustrated as proposed. The brand value was also found to influence employer attractiveness significantly. However, the significant influence of brand value on intention to apply for the job was not found. The non-significant influence of brand value on intention was contrast with the previous research results in marketing field. Significant influence of brand value on consumer decision was found in several marketing researches (e.g. Baldauf, et al, 2003; Punj & Hillyer, 2004). However, the inconsistent findings in the human resource management field were not surprising. Decision to buy the products time by time, even for the durable products, would be different from decision to work in a firm since it means that the person has to spend their working life with that firm. The realsociology website stated that people spend 57 percent of their lives or about 46 years of the lifetime for working (<http://realsociology.edublogs.org/>). As such, it was undoubtedly that the influence of brand value on decision making process was different between customers and prospective employees. However, this finding would help supporting the roles of employer attractiveness on the employee decision making. The non-significant

influence of the brand value on decision making process of the prospective employees would highlight that their decisions were based largely on employer attractiveness since it significantly influenced the employees' decision to apply for the job at the particular firms.

This result was confirmed when the effect sizes of all influencing factors of the intention to apply for the job was compared. The highest standardized coefficient of the employer attractiveness on intention was highest comparing to that of brand trust, brand competence, and brand value. This ensured the explanatory capability of the employer attractiveness decision making process of the prospective employees.

Even though the significant influence of the brand value on intention to apply for the job was not illustrated, its significant influence on employer attractiveness was shown. This result indicated the indirect influence of employer brand value on intention of the prospective employees via employer attractiveness. Therefore, the employer brand value was said to be important for the employer decision since it played an indirect role to influence the prospective employees.

Regarding the results, employer attractiveness provides strongest influence on the prospective employees' decision to apply for a job. Brand trust also had a strong influence on the decisions of the prospective employees since both direct and indirect influence via employer brand value and employer attractiveness was shown. These two factors would gain highest emphasis in the job employment process and plan of a firm.

Brand competence, in addition, could also influence the decision making of the prospective employees since its direct and indirect influence on the job application was shown. Apart from brand trust, brand competency was the employer branding construct that showed the indirect influence on the decision via the employer attractiveness. Even though the indirect influence of the brand affect on employees' decision via the employer attractiveness was also shown, its direct influence on employees' decision was not illustrated. Thus, the brand competence of the employer

firm should not be overlooked by the managerial people in the employment management.

The employer brand value, as discussed previously, would also be focused since its strong indirect influence on employees' decision via the employer attractiveness was revealed. Comparing the effect size of all influencing factors of the employer attractiveness, the employer brand value provided largest effect size when comparing with that of brand trust and brand competence. Therefore, the employer brand value would also be emphasizes as strategic management factor in the job employment process and plan of a firm.

### ***5.2.3 Difference of the Structural Relations among Groups of the Job Applicants***

Comparing the five structural equation models of the job applicants who would like to work in different industries, the significant different among all models were illustrated. When comparing the models of each pair of the models, significant difference was also shown in all pairs. The five industries focused in this study were 1) Technology industry which included technology, IT, electronics, electric, and other related fields; 2) Service industry which included all services such as airline, hotel, restaurant, advertisement, organizer, and so on; 3) Energy & construction industry which includes petroleum, energy, automotive, parts, construction, construction materials, real estate, and other related fields; 4) Finance & monetary-related including finance, banking, accounting, investment, insurance, and others; 5) Retailing included retailing, department store, convenience store, FMCG, consumer products, logistics and so on.

When considering the structural paths that were different between each pair, the differences seemed to be insistent. Thus, the job application model that were resulted from the employer branding, i.e. brand trust, brand competence, brand affect, brand image, and brand sincerity together employer brand value and employer attractiveness for the different industries were said to be different and had its own details. As such, to understand the decision making process of the prospective employees to apply for the job, the study should be done industry by industry.



### 5.3 Academic Contributions

Employer attractiveness scale would be, more or less, useful in the management and human resource management field. The employer attractiveness model that consists of four dimensions, i.e. job advancement, work atmosphere, work initiative & autonomy, and management quality could reflect the nature of employer attractive construct in Thai business context. This scale could be used in human resource management research that will be done in the future. This finding would enrich the knowledge on employer attractiveness construct as well as the possible consequences of this construct.

The significant relationship of the employer attractiveness on intention to apply for the job shows the importance of the employer attractiveness construct in the work employment, i.e. job recruitment, process. As the relationship between employer brand value was not significantly related to the intention to apply for the job while its relationship with employer attractiveness was significant, only the indirect relationship between value and intention via employer attractiveness was found. As such, the employer attractiveness was not only able to explain the intention of the job applicant but it also helps explaining the relationship between brand value and intention. Thus, the concept of employer attractiveness would be valuable in the management and human resource management fields since it could help explaining the gap between employer branding, employer brand value and the job application in the job searching process of the prospective employees.

### 5.4 Managerial Implications

The employer attractiveness scale obtained from this research can be used to determine the level of employer attractiveness of any firms. The level of each dimension of the employer attractiveness would help the firm to understand the perception of the job seekers on the firm itself. The perception of the prospective employers on the job advancement, work atmosphere, work initiative & autonomy, and management quality would help the firm to reevaluate its own management style and performance. This scale could also be applied to the current employees of the

firm. Thus, the employer attractiveness from the both internal and external employees could be obtained.

In case the employer attractiveness in the employees' perspectives is not in line with that of the employer, the employer can consider and identify the causes of the problem. For the dimensions that already have high performance, the effective communication on such employer characteristics should be given or improve. However, for the dimension that seems to be not in the satisfactory level, its actual process and performance could be emphasized. Consequently, the improvement plan could be designed.

Two employer branding constructs, brand trust and brand affect were found to have significant relationship with employer brand value, employer attractiveness as well as the intention to apply for the job. As both direct and indirect relationship of the brand trust and brand affect on the intention to apply for the job were shown, the firm would emphasize on these two factors since they would have strong influence on the decision of the job applicants to select the firm. Brand competence was found to have no relationship on the employer brand value, its significant relationship with employer attractiveness and intention to apply for the job were shown. As such, brand competence should not be overlooked.

The second priority would be emphasized on this construct. Brand sincerity and brand image, as found to have significant relationship with the employer brand value but not on the employer attractiveness and intention to apply for the job, directly, only indirect influence of the two constructs were found. Thus, the firm may consider these two factors as the third priority.

The firm may also replicate the survey in order to gain the results that are specific to it. Data gathering from the potential employees of the firm or the targeted job applicants that the firm would like to have them as the formal employees would help the firm to gain more specific information that are relevant to the firm and its actual context.

## 5.5 Recommendation for the Future Research

As the difference of the process of job application for the firms in different industries were shown, the research that are specific in each industry would be conducted in the future. The employer attractiveness, in each dimension may be focused. The employer attractiveness scale for each industry may be developed. As the job applicants who would like to get the jobs in different industry seem to have different perception and different process of job application as well. The specific scale of employer attractiveness measurement for each industry would be helpful in the future for both management and academic point of views.

The effect of employer branding i.e. brand trust, brand image, brand sincerity, brand competence, and brand affect as well as employer brand value for each individual industry are also interested. The effects of each employer branding constructs on employer attractiveness and intention to select and apply to for the job in each industry would also be emphasized.

Differences of branding constructs in marketing and human resource management perspective are also interesting. The perception on brand trust, brand image, brand competence, brand affect, and brand sincerity in the eyes of customers and employees may be different. The similarity and discrepancy of these constructs between these two important groups should be studied. The results may enhance the understanding on the nature and impact of the brand in advance.

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## **APPENDIX A**

### **Employer Attractive Scale**

## Employer Attractive Scale

Dimension	Measurement item	Translated Items
Job Advancement	Having a springboard for future employment	มีโอกาสพัฒนาอย่างก้าวกระโดด
	Feeling good about yourself as a result of working for a particular organization	รู้สึกดีกับตัวเองที่ได้ทำงานในองค์กรนี้
	Gaining career-enhancing experience	มีโอกาสก้าวหน้าในการทำงาน
	Having an above average basic salary	เงินเดือนสูงกว่าที่อื่น
	Having an attractive overall compensation package	รายได้รวมรวมอยู่ในระดับที่น่าดึงดูดใจ
	Working provides you an income that is needed	ได้เงินเดือนในระดับที่ต้องการ
Work Atmosphere	Having a fun working environment	บรรยากาศการทำงานสนุกสนาน
	Receiving Recognition and/or appreciation from management	ได้รับการยอมรับจากผู้บริหาร
	Having a good relationship with your superiors	มีสัมพันธภาพที่ดีกับหัวหน้า
	Having a good relationship with your colleagues	สัมพันธภาพที่ดีกับเพื่อนร่วมงาน
	Having Supportive and encouraging colleagues	มีผู้ร่วมงานที่คอยช่วยเหลือให้กำลังใจ
	Colleagues are friendly	เพื่อนร่วมงานเป็นมิตร
	Getting an a happy work environment	ทำงานในสภาพแวดล้อมที่มีความสุข
	Executives are generous and have positive attitude with employees	ผู้บริหารใจกว้าง มีทัศนคติทางบวกกับพนักงาน
Work Initiative & Autonomy	Working in an exciting environment	บรรยากาศการทำงานตื่นเต้น
	Having innovative employer – novel work practices/ forward-thinking	มีโอกาสได้ทำงานใหม่ๆ ได้คิดสร้างสรรค์ผลงาน
	Building a reputation for talented employees.	สามารถสร้างชื่อเสียงให้พนักงานที่มีความสามารถได้
	The organization produces innovative products / services	องค์กรสามารถสร้างสรรค์งานที่มีนวัตกรรมใหม่ๆ
	The organization is creative.	องค์กรมีความคิดสร้างสรรค์
Management Quality	Working gives you status and prestige	การทำงานที่นี้ทำให้คุณได้รับการยอมรับในสังคม
	All personnel are treated equally, no bias.	ให้ความเท่าเทียมกับบุคลากรทุกคน ไม่มีอคติ

Dimension	Measurement item	Translated Items
	There are some joint activities between employees and executives	มีกิจกรรมร่วมกันระหว่างบุคลากรและผู้บริหาร
	The organization rewards the employees regarding their dedications	องค์กรให้ผลตอบแทนคุ้มค่ากับความทุ่มเทของพนักงาน
	The organization is able to bring out the best in the workers	องค์กรสามารถดึงศักยภาพของบุคลากรออกมาได้
	The organization is open to non-executive employees to provide the comments	องค์กรเปิดกว้างให้พนักงานที่ไม่ได้อยู่ในระดับบริหารสามารถออกความคิดเห็น
	The organization allows employees to work with high autonomy	องค์กรให้อิสระในการทำงาน ไม่ตีกรอบความคิด
	There is flexibility in management.	องค์กรมีความยืดหยุ่นในการบริหารจัดการ
	Modern technology has been used	องค์กรทันสมัย มีการใช้เทคโนโลยีที่เหมาะสม
	The organization can adapt to the currents of society and the world	องค์กรสามารถปรับตัวตามกระแสสังคมและกระแสโลก
	The organization gives value to employees rather than profits.	องค์กรให้คุณค่ากับพนักงานมากกว่าผลกำไร



## **APPENDIX B**

### **Employer Branding Scale**



## Employer Branding Scale

Branding Constructs	Measurement items	Translated Version
Brand Sincerity	This firm is honest.	บริษัทมีความจริงใจต่อพนักงาน
	This firm is sincere.	บริษัทมีความจริงใจต่อลูกค้า
	This firm is real.	บริษัทมีความซื่อสัตย์ไม่หลอกลวง
	The firm uses the same standard for customers and employees	ใช้มาตรฐานเดียวกันกับทุกคนทั้งพนักงานและลูกค้า
	The firm is transparent. No spoofing or cheating.	ไม่มีการปกปิด ปลอมแปลงข้อมูล
	The firm works ethically with employees and customers	มีจริยธรรมในการทำงานทั้งกับพนักงานและลูกค้า
Brand Competence	This firm is hard-working.	บริษัททุ่มเททำงานให้ลูกค้าอย่างจริงจัง
	This firm is successful.	บริษัทประสบความสำเร็จ
	This firm is the leader in the market.	บริษัทเป็นผู้นำในธุรกิจ
	The firm won the award from various organizations.	บริษัทได้รับรางวัลการันตีผลงานจากองค์กรต่างๆ
	This firm has a good future.	บริษัทสามารถเติบโตได้
	The firm has good management.	บริษัทมีการบริหารจัดการที่ดี
	The firm has high potential personnel	บุคลากรมีศักยภาพ
	The firm has high earnings and profit.	บริษัทมีผลประกอบการและกำไรสูง
	The firm can be driven in the right direction.	บริษัทสามารถขับเคลื่อนองค์กรไปในทิศทางที่ต้องการ
Brand Affect	This firm induces positive feelings and sentiments.	บริษัทสร้างความรู้สึกที่ดีให้กับลูกค้า
	You have strong positive emotions for this firm.	คุณรู้สึกผูกพันกับบริษัท
	This firm is a positive emotional brand.	ชื่อเสียงบริษัททำให้เกิดความรู้สึกดี ๆ
	The firm does not neglect the staff when there is a problem.	ไม่ทอดทิ้งพนักงานเมื่อมีปัญหา
	The firm gives an excuse if there is an error.	ให้ออากาสแก้ตัวหากมีข้อผิดพลาด
	There is no competing among employees.	ไม่แข่งขันชิงดีกันเองในหมู่พนักงาน

Branding Constructs	Measurement items	Translated Version
Brand Trust	The firm is credible in public perspective.	บริษัทเป็นที่น่าเชื่อถือในสายตาของคนทั่วไป
	You trust this firm as your employer.	บริษัทน่าจะเป็นนายจ้างที่ดี
	You rely on this firm as your employer.	บริษัทสามารถเชื่อถือได้ในทุกกรณี
	Selecting this firm as your employer is safe.	บริษัทมีความมั่นคง
	The firm has collaboration with other leading companies.	มีการร่วมมือกับบริษัทชั้นนำอื่นๆ
	The firm is in the market for a long time.	อยู่ในตลาดมานาน
Brand Image	The brand of this firm is exciting.	เป็นบริษัทที่น่าตื่นเต้น
	The brand of this firm is trendy.	เป็นบริษัทที่อินเทรนด์
	The brand of this firm is up-to-date.	เป็นบริษัทที่ทันสมัย
	The brand of this firm is upper-class.	เป็นบริษัทที่อยู่ในระดับสังคมชั้นสูง
	The brand of this firm is good looking.	เป็นบริษัทที่ดูดี
	The brand of this firm is charming	เป็นบริษัทที่ใครๆก็อยากทำงานด้วย

## **APPENDIX C**

### **Employer Brand Value Scale**



## Employer Brand Value Scale

Dimensions	Measurement items	Translated Version
Economic Value	This firm provides good salary	ให้เงินเดือนดี
	This firm provides good retirement benefits	มีผลประโยชน์ตอบแทนสูงเวลาเกษียณ
	This firm provides fair amount of vacation	มีวันหยุดและวันหยุดพักร้อนที่เหมาะสม
	This firm provides good health benefits	มีสวัสดิการการเจ็บป่วยที่ดี
Development Value	This firm has good training opportunities	มีการฝึกอบรมทั้งภายในภายนอก
	This firm has good mentoring culture	มีระบบการตรวจสอบที่ดี
	This firm provides you the room for creativity	ให้โอกาสในการใช้ความคิดสร้างสรรค์
	This firm has empowering environment	มีการกระจายอำนาจ
	This firm has good recognition for individual work	ให้คุณค่ากับงานที่ทำเป็นรายบุคคล
Social Value	This firm has respectful environment	มีการให้เกียรติซึ่งกันและกัน
	There is a friendly relationship amongst individual co-workers	เพื่อนร่วมงานมีความใกล้ชิดสนิทสนม
	There is a strong team spirit	มีการทำงานเป็นทีมที่แข็งแกร่ง
	This firm has competent co-workers	เพื่อนร่วมงานล้วนมีความสามารถ
	Managerial people in this firm are good	ผู้บริหารมีความสามารถ
	First attitude of people in this firm is positive	มีทัศนคติในเชิงบวกกับพนักงาน
Diversity Value	There are good variety of work activities at this firm	มีงานให้ทำอย่างหลากหลาย
	Challenging tasks are available in this firm	มีงานที่ท้าทายรออยู่
	Interesting tasks are available in this firm	งานไม่น่าเบื่อ

## **APPENDIX D**

### **Intention to Apply for a Job at the Favorite Firm**



## Intention to Apply for a job at the favorite firm

Measurement Items	Translated Version
You would exert a great deal of effort to work for this firm.	คุณจะใช้ความพยายามเท่าที่จะทำได้เพื่อให้ได้ทำงานที่นี่
You are interested in applying for a job with the firm.	คุณสนใจที่จะสมัครทำงานในองค์กรนี้
You would like to work for the firm	คุณอยากทำงานในองค์กรนี้
You would accept a job offer from this firm	คุณจะเลือกทำงานที่นี่ถ้าที่นี้รับคุณเข้าทำงาน
This firm is highly interesting	องค์กรนี้น่าสนใจที่จะร่วมงานด้วยเป็นอย่างยิ่ง
You intend to apply for a job at this firm	คุณตั้งใจจะสมัครทำงานที่นี่
You will develop yourself to be qualified enough to work in this firm	คุณจะพัฒนาตนเองเพื่อให้มีคุณสมบัติเพียงพอที่จะทำงานที่นี่
You will try to find insights about this firm as much as possible	คุณจะพยายามหาข้อมูลเชิงลึกเกี่ยวกับบริษัทเท่าที่จะทำได้

