

# **THE EFFECT OF EMPLOYERS' ATTRACTION AND SOCIAL MEDIA ON JOB APPLICATION ATTENTION OF SENIOR STUDENTS AT PHARMACEUTICAL UNIVERSITIES IN VIETNAM**

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## **ABSTRACT**

The study is carried out to enquire the impact of employers' attraction and social media on potential candidates' job application intention as senior students at pharmaceutical universities in Vietnam. With a sample of 354 final-year pharmaceutical students and descriptive statistical analysis application, reliability test of measuring scale, exploratory factor analysis (EFA), regression analysis and variance ANOVA analysis, the study shows that there exist four factors implying statistical significance with positive impacts on the intention for job application of potential candidates including: social media, interesting value, fair value and developmental value. In addition, the study also finds out, regarding to the intention for job application, a difference between experienced candidate groups and inexperienced ones. Moreover, in using different social media levels, there exists a difference among candidate groups from Ho Chi Minh City, Mekong River Delta and Middle-Central Highlands in Vietnam.

**Keywords:** Employer brand; Employer attractiveness; Intention, Job application; Social media.<sup>1</sup>

## **1. INTRODUCTION**

Human labor, as one important factor, decides any organization's success or failure or survival. Attracting human resources with high quality has always been highly considered by company leaders (CEO) as a decisive factor that impacts directly on their organization's success; therefore, CEO invests a lot of effort and financial resources as well as nonfinancial resources in attracting talents. However, to accomplish this task is not simple, especially for Vietnamese pharmaceutical companies since there currently exists an extremely fierce competition and the "war for talent" among these companies also becomes more and more vigorously. This situation requires every company to build an employer brand to attract potential candidates. On the other hand, along with the rapid and powerful information development, many enterprises have been applying this progress to every activity in operation and management procedures including recruiting, seeking and attracting talented employees. Proceeding from the above requirements, the study reveals factors that result in employers' attraction, social media and impacts on potential candidates'

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intention for job application. From these research results, solutions and policies are proposed to increase efficiency in attracting talents for the organization, contributing to management quality and enhancing working creativity.

This study is comprised of theoretical basis review and a proposed research model in part two, part three presenting research methodology, part four demonstrating research results and conclusions and policy implications in the final part.

## **2. LITERATURE REVIEW**

Internal marketing term, including internal advertising and internal brand building, has been studied and used widely in recent times with employer branding as an important content. Potential candidates define this concept as organization benefits envisioned by a special organization to work (Berthon et al., 2005). Berthon et al. (2005) determine five elements of employer attraction: interesting value, social value, economic value, developmental value and application value. The impact of employer attractiveness on employees' job application intention is as follows:

### ***2.1. Interesting Value and Intention to Apply for a Job***

Interesting value shows that employers attract potential candidates with high level of exciting workplace. Besides that, employers with novel work practices can create condition for employees to produce high quality, innovative product and services (Berthon et al., 2005).

Each candidate, in making decisions to apply for a job and choosing their workplace, always has very careful assessments and analysis according to many relevant factors and criteria. One important factor is the motivated and attractive working environment (Arthur, 2012). The company's attractiveness has a deep impact on candidates' psychology and job application intention (Bundy and Norris, 2011). In addition, employer attraction has a positive influence on organization's reputation. The greater this attraction is, the better organization's reputation becomes in the public mind (Sivertzen et al., 2013). Meanwhile, one important criterion considered in candidates' decision in applying for a job in a company is not based on the company's reputation (Cable and Graham, 2000, quoted by Milgrom, 2013 and Sivertzen et al., 2013). Therefore, the evidence points out a relation between company's attraction and potential candidates' job application intention through company reputation. Interesting value is one component in employer attractiveness (Berthon et al., 2005). Based on the above reasoning, hypothesis 1 is proposed as follows:

*Hypothesis 1: Employers' interesting value has a positive impact on their intention to apply for a job*

### ***2.2. Social Value and Intention to Apply for a Job***

Cooperating social responsibility with social activities for community can attract potential candidates, in which Corporate Social Performance (CSP) will transmit signals of a great working environment. Social homogeneous theory also states that candidates will possess better self-image when working for companies with effective social activities. This is the reason why

candidates work for companies with many meaningful activities for society (Greening and Turban, 2000). That the implementation level of Corporate Social Responsibility (CSR) or CSP will leave a positive impact on decision-making process in choosing the future company implies a very crucial reference channel for them (Backhaus et al., 2002 and Andersen, 2008). CSR impacts on candidates' intention for job application to a company will be stronger when the candidates are confused or uncertain in their decisions (Andersen, 2008). It is easier for companies with full reports on CSR to convince potential candidates to work for them than other companies without any information (Andersen, 2008). Moreover, the level of supplying adequate information ensures the effective social activities. Companies with better CSP imply more success chances in attracting potential candidates than those with poor CSP (Greening and Turban, 2000). In addition, Andersen's findings (2008) reassure that the corporate social responsibility (CSR) information ensures the evaluation mark on potential candidates' favorite work environment to be higher. Candidates are always impressed with company's social value with positive impacts on candidates' decisions in job application. Based on the above reasons, hypothesis 2 is proposed as follows:

*Hypothesis 2: Employers' social value has a positive impact on candidates' intention to apply for a job*

### **2.3. Economic Value and Intention to Apply for a Job**

When applying for a company, most candidates always desire their future work as a competitive compensation with benefits as well as fair policy, values in employee's effort, brainpower and ability. Therefore, economic factor is one fundamental and integral element for candidates to decide whether they should accept to work for this company or not (Dung, 2011).

The higher-pay salary is, the more qualified candidates from labor market are attracted to expand production and increase operation scale and profit size (Cappelli & Neumark, 2001, Dung, 2011 and Tuan et al., 2006). Nowadays, companies always find all possible solutions to compete, attract and retain the talented human resource with limitation in market (Aguinis et al., 2012), one of which is economic factor. Therefore, high starting salary and preferential finance will be reserved for potential candidates (Denning et al., 2011). The higher-rated candidates graduating from university through traditional education (direction learning) with doctorate's degree or more than one-year-experience will get a better starting salary and benefits than those underestimated via online graduate courses with master's degree without working experience. Therefore, companies are fully aware of economic factors impacting potential candidates' recruitment so that employers should use this solution to attract quality employees (Rechlin and Kraiger, 2012). Based on these reasons, the third hypothesis is proposed as following:

*Hypothesis 3: Employers' economic value has a positive impact on intention to apply for a job*

### **2.4. Developmental Value and Intention to Apply for a Job**

Developmental value measures the level of employer providing employee with recognition, self-worth and confidence. It helps employee have a strong background to achieve great success in their career in the future (Berthon et al., 2005).

Apart from compensation matter, employees, including potential candidates, always desire to develop their career and prove their own abilities during working time with their organization. If a company responds and facilitates staff development, employees will tend to associate with the company for long-term. This cohesion and positive perception about company points out an intimate correlation as staff development value (Tansky and Cohen, 2001). Moreover, these career administrations will also help employees reduce stress, pressure and safety working factors (Schnake et al., 2007).

In general, career development value - one basic fundamental reason for candidates to decide whether they should apply for the company or not - is considered as a company's handbook recruitment that attracted potential and quality candidates for their organizations (Bodderas et al., 2011). Consequently, the fourth hypothesis is proposed:

*Hypothesis 4: Employers' developmental value has a positive impact on the intention to apply for a job*

### **2.5. Application Value and Intention to Apply for a Job**

An organization will be highly appraised if creating and facilitating comfortable environment for employees to study and apply knowledge and trained skills to work and help other colleagues. This leads employees to perceive that their applied knowledge is useful for both company and society. Therefore, candidates are more excited to work for such company (Sivertzen et al., 2013). According to Sivertzen et al. (2013), application values always show positive impacts to an organization's fame. The company's facilitating and encouraging employees to contribute high applicability in work will receive great reputation and vice versa.

What is more, one important criterion that the candidate considered to apply a company is an organization's fame (Cable and Graham, 2000, quoted by Milgrom, 2013 and Sivertzen et al., 2013). As a result, there exists clearly a relationship between applicants' value and potential candidates' intended application through company's fame. Based on these reasons, the fifth hypothesis is proposed as following:

*Hypothesis 5: Employers' applied value has a positive impact on the intention to apply for a job*

### **2.6. Impact of Social Media on Recruitment Intention**

Nowadays, in the digital technology age, Internet and social media application is attracting more effectively potential candidates. The trend of using social media in recruitment is increasing fast because of its proven effects as follows:

Firstly, through social media, every company can build their reputation with a positive image (Seebach et al., 2013 and Sivertzen et al., 2013). Besides, according to Sivertzen et al. (2013), company reputation has a close relation and positive influence to the potential candidates' intention to apply for a job. It demonstrates that there is a relationship between the use of social media and potential candidates' intended application.

Secondly, social media introduces the company image and provides company's information to potential candidates, from which candidates are certainly more interested in this company (Collins and Stevens, 2002).

Thirdly, the increase in social media in recruiting employees is increasingly concerned, especially, for companies with large recruitment scale in society (Ollingtonet et al., 2013).

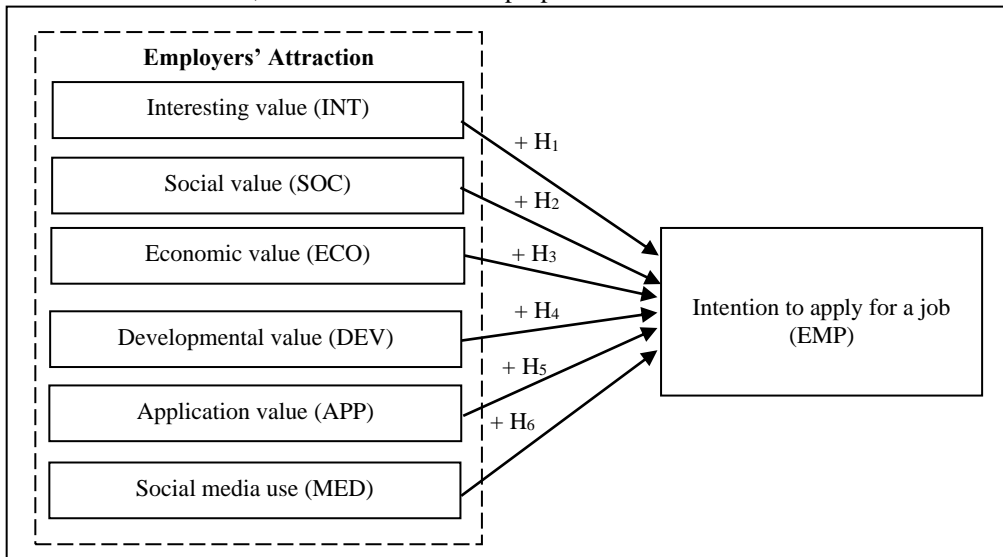
Finally, when company's perception and acceptance levels in science, information technology and Internet are improved, helping company increases operation effectiveness and decrease costs. Companies not only maintain the competitive advantage but also build talented human resource (Madia, 2011).

Based on these reasons, the sixth hypothesis is proposed as following:

*Hypothesis 6: Social media use has a positive impact on the intention to apply for a job*

### 3. SUGGESTED RESEARCH MODEL

From the literature review, one research model is proposed as follows:



### 4. METHODOLOGY

The study uses quantitative methods like descriptive statistics, examining Cronbach's Alpha to verify research instrument reliability, EFA analysis, linear regression and ANOVA test. The 5-Likert scale of the dependent and independent variables are based on previous studies by Berthon et al (2005) and Highhouse et al., (2003). Besides, preliminary study is carried out with 20 participants at University of Medicine and Pharmacy in Can Tho and Ho Chi Minh City to modify observed variables. The mass study is undertaken with 354 seniors at these two universities.

## 5. THE EMPIRICAL RESULT

### 5.1. *Sample Analysis*

214 females (60.5%) and 140 males (39.5%) involved in the study. In terms of academic achievement, 66.9% students above the average rate make up the largest percentage. Students of moderate ability ranks second with 22.3%, followed by good students (10.5%). There is only one student (0.3%) constituting below the average achievement.

Regarding to their origins, most participants, namely 72% come from Mekong River Delta. Those from the Middle - Central Highlands took the second place with 13.6%. 5.4% are from Ho Chi Minh city and 0.6% are from Red River Delta, leaving the rest 8.5%. Considering part-time work experience, 44.1% students are experienced while the other 55.9% were not. This shows that the number of university students gaining work experience is relatively high.

### 5.2. *Description Statistics of Variables in the Model*

**Table 1:** Description Statistics of Model Variables

Symbol	Observed Variables	Min	Max	Mean	Standard Deviation
<b>Interesting Value</b>					
INT1	Company has a good environment working	1	5	4.55	0.660
INT2	Creative thinking is encouraged in company	1	5	4.02	0.787
INT3	Company produces the high quality drug with international standards as GMP-WHO, GMP-PICS, etc.	1	5	4.17	0.833
INT4	Company produces the drug with new element and form.	1	5	3.91	0.873
INT5	Company has high value products with increased effectiveness in medical treatment	2	5	4.44	0.672
<b>Social Value</b>					
SOC6	Having a funny environment working	1	5	4.27	0.787
SOC7	Making comfortable and safety feeling for employees.	1	5	4.49	0.649
SOC8	Having a good relationship with superiors	1	5	4.45	0.705
SOC9	Having a good relationship with colleagues	1	5	4.36	0.718
SOC10	Being supportive and encouraging colleagues	2	5	4.25	0.758
SOC11	All employees always have union	2	5	4.16	0.787
SOC12	Being concerned with social activities	1	5	4.01	0.843
SOC13	Being concerned with compensation and benefit policy for employees	2	5	4.56	0.633
SOC14	Taking care for employees' life; such as organizing employees' birthday, buying healthcare insurance for employees' family members	1	5	4.11	0.887
SOC15	Using internal labor	1	5	3.60	1.033
SOC16	Using domestic materials more than foreign ones	1	5	3.36	0.998
SOC17	Being concerned with environmental issue	1	5	4.12	0.885

Symbol	Observed Variables	Min	Max	Mean	Standard Deviation
<b>Economic Value</b>					
ECO18	Having good development chance for all employees	1	5	4.51	0.678
ECO19	Ensuring safety in working (labor safety, health, individual security, etc..).	2	5	4.65	0.554
ECO20	Hand-on inter-departmental experience	1	5	4.05	0.779
ECO21	An above-average basic salary	1	5	4.33	0.786
ECO22	Income is suitable with the employees' contribution	1	5	4.65	0.589
ECO23	Clear and fair employee assessment and job description	1	5	4.63	0.613
ECO24	Having policies in supporting housing or motorbikes for employees.	1	5	3.98	0.959
ECO25	Buying insurance and rewarding employees at the end of one year	1	7	4.47	0.757
<b>Developmental Value</b>					
DEV26	Appreciation from manager	1	5	4.25	0.674
DEV27	Having the professional training and coaching for basic background for future development employee	1	5	4.50	0.662
DEV28	Feeling positive about yourself and more self-confident from working for a reputation organization	1	5	4.00	0.895
DEV29	Improvement in R&D, production, lab and business experience in pharmaceutical products	1	5	4.32	0.762
DEV30	Having more opportunities to study professional knowledge and working skills	1	5	4.56	0.619
<b>Application Value</b>					
APP31	Always focusing product quality	2	5	4.32	0.705
APP32	Always focusing working quality	1	5	4.33	0.698
APP33	Being customer-orientated	2	5	4.16	0.742
<b>Social Media Use</b>					
MED34	I have known company's recruitment advertisement in social media	1	5	3.82	0.917
MED35	Company website and other social websites have provided me with the useful information about job opportunities.	1	5	3.77	0.997
MED36	Recruitment information on company website and other social websites caught my attention.	1	5	3.73	0.938
MED37	Company's career information in social media helps me give more detailed information about job opportunities.	1	5	4.01	0.850
<b>Intention to apply for a job</b>					
EMP38	I would make this company one first choice	1	5	4.14	0.809
EMP39	I would make more effort to work for this company	3	5	4.44	0.624
EMP40	If this company invited me for a job interview, I would accept.	2	5	4.42	0.666
EMP41	I would accept job offer from this company.	1	5	4.21	0.787
EMP42	I would recommend to a friend in looking for a job	1	5	4.09	0.822
					Total sample N = 354

From Table 1, observed variable values range from 1 to 5. This presents the research as a new concept to pharmaceutical senior students with many different responses. Observed variables are from 3.36 to 4.65, proving that the pharmaceutical senior students always agree with items in the questionnaire.

Employers' attraction scale has average value of 4.0. That interesting values ranging from 3.91 to 4.55 show that students assess working environment highly whereas they assess producing creative products poorly. Social values from 3.36 to 4.56 shows a difference in observed variables. Students don't concern original materials but bonus policy. Economic value from 3.98 to 4.65 - one big value in the employer attraction - proves senior students' focus on salary, bonus and compensation factors. That developmental values have high score: from 4.00 to 4.56 shows that potential candidates firmly care about developing themselves in choosing a company to apply. The chance of studying professional skill is mostly focused (4.56). Finally, application value with 3 observed variables with high score indicates students' desire in applying their professional knowledge to contribute to company activities.

Social media variable value is lower than that of employer attractiveness variable. Observed variables from 3.73 to 4.01 prove that social media use in recruitment is unpopular and isn't one important channel to advertise jobs to potential candidates. Finally, attention variables to apply for a job achieve high agreement, from 4.09 to 4.44 show that observed variables are suitable with most potential candidates.

### 5.3. *Scale reliability (Cronbach's Alpha) and exploratory factor analysis (EFA)*

**Table 2:** Result of Testing The Scale Cronbach's Alpha Variables of Employer' Attraction

Observed Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Comment
Interesting value (INT): Cronbach's Alpha = 0.620					
INT1	16.54	4.765	0.235	0.626	Fail
INT2	17.07	4.284	0.298	0.604	Fail
Observed Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Comment
INT3	16.92	3.722	0.454	0.520	Pass
INT4	17.18	3.591	0.460	0.516	Pass
INT5	16.64	4.230	0.432	0.541	Pass
Social value (SOC): Cronbach's Alpha = 0.821					
SOC6	45.49	27.990	0.446	0.810	Pass
SOC7	45.27	28.547	0.484	0.808	Pass
SOC8	45.31	27.865	0.532	0.804	Pass
SOC9	45.40	27.163	0.620	0.797	Pass
SOC10	45.51	27.033	0.598	0.798	Pass
SOC11	45.60	26.615	0.626	0.795	Pass
SOC12	45.75	26.879	0.541	0.802	Pass



<b>Observed Variables</b>	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>	<b>Comment</b>
SOC13	45.20	28.944	0.437	0.812	Pass
SOC14	45.65	27.679	0.413	0.814	Pass
SOC15	46.16	26.443	0.453	0.812	Pass
SOC16	46.40	28.162	0.299	0.827	Fail
SOC17	45.64	27.858	0.394	0.816	Pass
Economic value (ECO): Cronbach's Alpha = 0.781					
ECO18	30.76	10.657	0.492	0.757	Pass
ECO19	30.62	11.216	0.479	0.761	Pass
ECO20	31.22	10.790	0.372	0.777	Pass
ECO21	30.94	10.082	0.520	0.751	Pass
ECO22	30.62	10.620	0.607	0.743	Pass
ECO23	30.64	11.046	0.461	0.762	Pass
ECO24	31.29	9.624	0.463	0.768	Pass
ECO25	30.81	9.963	0.578	0.741	Pass
Developmental value (DEV): Cronbach's Alpha = 0.709					
DEV26	17.38	4.429	0.445	0.670	Pass
DEV27	17.12	4.364	0.486	0.655	Pass
DEV28	17.63	4.018	0.369	0.718	Fail
DEV29	17.31	3.891	0.556	0.622	Pass
DEV30	17.07	4.386	0.530	0.642	Pass
Application value (APP): Cronbach's Alpha = 0.723					
APP31	8.49	1.418	0.624	0.535	Pass
APP32	8.49	1.469	0.595	0.573	Pass
APP33	8.65	1.611	0.425	0.778	Fail

**Table 3:** Result of Testing the Scale Cronbach's Alpha variables of Social Media Use

<b>Observed Variables</b>	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>	<b>Comment</b>
Use of Social media (MED): Cronbach's Alpha = 0.837					
MED34	11.50	5.622	0.638	0.807	Pass
MED35	11.55	5.092	0.700	0.780	Pass
MED36	11.59	5.273	0.716	0.772	Pass
MED37	11.31	5.926	0.626	0.813	Pass

**Table 4:** Result of Testing the Scale Cronbach's Alpha Variables of Attention to Apply for a Job

Observed Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Comment
Attention to apply for a job (EMP): Cronbach's Alpha = 0.762					
EMP38	17.16	4.730	0.493	0.734	Pass
EMP39	16.86	5.196	0.539	0.720	Pass
EMP40	16.88	4.787	0.648	0.682	Pass
EMP41	17.09	4.549	0.581	0.700	Pass
EMP42	17.21	4.872	0.433	0.757	Pass

After doing Cronbach's Alpha testing, 5 observed variables (INT1, INT2, SOC16, DEV28 and APP33) were rejected. Furthermore, 4 items of social media use elements and 5 items of attention to apply for job elements are suitable with Cronbach's Alpha reliability standard. Therefore, observed variables in model will decrease from 42 items to 37 items.

**Table 5:** Coefficient of KMO and Bartlett testing of employer' attraction

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.859
Bartlett's Test of Sphericity	Approx. Chi-Square	4552.225
	df	496
	Sig.	0.000

**Table 6:** Element Testing Result from Employer' Attraction Scale

No.	Element	Observed Variables	Loading factor	Element quantity	Comment
1	Interesting value	INT3	0.698	4	Pass
		INT4	0.700		Pass
		INT5	0.651		Pass
		APP31	0.670		Pass
2	Social value	SOC6	0.715	6	Pass
		SOC7	0.671		Pass
		SOC8	0.748		Pass
		SOC9	0.803		Pass
		SOC10	0.703		Pass
		SOC11	0.623		Pass
3	Economic value	SOC13	0.541	5	Pass
		SOC14	0.674		Pass
		ECO21	0.531		Pass
		ECO24	0.647		Pass
		ECO25	0.667		Pass
4	Fair value (new)	ECO22	0.739	2	Pass
		ECO23	0.705		Pass

No.	Element	Observed Variables	Loading factor	Element quantity	Comment
5	Social Responsibility Value (New)	SOC12	0.628	4	Pass
		SOC15	0.581		Pass
		SOC17	0.603		Pass
		ECO20	0.523		Pass
6	Developmental value	DEV26	0.613	4	Pass
		DEV27	0.589		Pass
		DEV29	0.662		Pass
		DEV30	0.718		Pass

*Note:* Observed Variables are rejected because of loading factors < 0,5 including: ECO 18, ECO19 and APP32

In order to continue exploratory factor analysis (EFA), 3 observed variables don't achieve standard because of element loading factor < 0,5, including ECO18 (with good development chance for all employees), ECO19 (Safety in working-labor safety, health and individual security is always ensured) and APP32 (Safety in working-labor safety, health and individual security is always ensured).

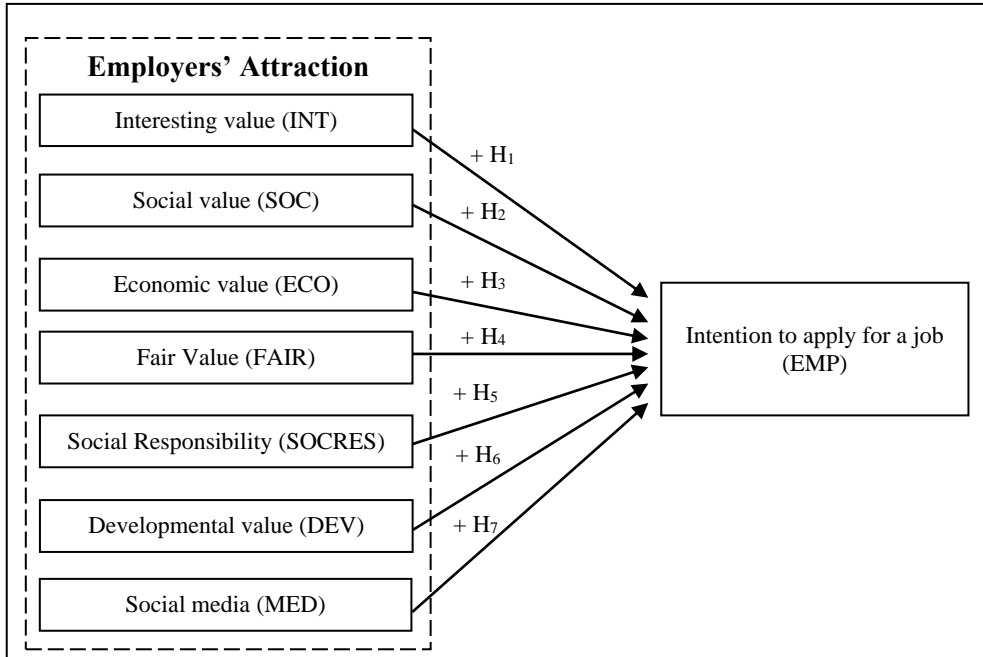
From the result of KMO and Barlett's test, KMO = 0.859 (>0.5) is achieved with the level of Sig = 0.000. Variables correlated with each other are within the overall review; therefore, the result of the exploratory factor analysis is acceptable.

However, there exist restructure, change and separation among these elements. Firstly, two observed variables of the economic value include ECO22 (The income level matches with the employees' contribution) and ECO23 (Employee assessment and job description are performed clearly and fairly) are separated from a new element. This new element is named fair value. Fair value is used as the criteria to assess the illegibility. Besides, this value measures the reasonable of the product or services exchange (Kiss, 2016). According to this concept, the balance between the employee productivity and their compensation in every organization can be named Fair value. Secondly, social value has been separated by 2 elements such as: company's social value for employees named social value with 6 observed variables (SOC6, SOC7, SOC8, SOC9, SOC10 and SOC11) and company's social value for community is named social responsibility with 4 observed variables (SOC12, SOC15, SOC17 and co-operating with an item of economic value ECO20).

Moreover, through exploratory factor analysis (EFA), some changes among observed variables are: APP31 (Company always focuses product quality) is moved from application value to interesting value, SOC13 (Company concerns compensation and benefit policy for employee) and SOC14 (Company takes care for employee's life: organizing employees' birthday, buying healthcare insurance for employees' family members) are moved from social value to economic value.

### 5.4. Modified Research Model

From the result of Cronbach's Alpha testing and EFA, research model is modified as follows:



### 5.5. Regression Results

Table 7 shows that the R square value is 34.5%. This result indicates about 34.5% difference from potential candidates' recruit plan. This can be explained by the difference from employers' attraction values: including interesting value, social value, economic value, fair value, social responsibility value and developmental value. In other words, the linear multiple regression model matches with the data.

Using F-test for the hypothesis testing of the linear regression equation, with  $H_0: \beta_0 = \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = \beta_6 = \beta_7 = 0$ .

**Table 7:** The R and R<sup>2</sup> Value of Regression Equation

Model	R value	R <sup>2</sup> value	R <sup>2</sup> adjusted	Standard error	Durbin-Watson
1	0.587a	0.345	0.332	0.43622	2.030

a. Independent variable: (Constant), MED, SOCRES, FAIR, INT, SOC, ECO, DEV.

b. Dependent variable: EMP

**Table 8:** ANOVA<sup>a</sup> Analysis Result of Regression Equation

Model	SS (Sum of squares)	df (Degree of freedom)	MS (Mean of squares)	F	Significance F
Regression	34.667	7	4.952	26.026	0.000 <sup>b</sup>
Residual	65.839	346	0.190		
Total	100.506	353			

a. Independent variable: (Constant), MED, SOGRES, FAIR, INT, SOC, ECO, DEV

b. Dependent variable: EMP

That table 8 demonstrates that significance F value  $0.000 < \alpha = 0.05$ , leading to  $H_0$  hypothesis rejection means the linear regression between independent variables and dependent variables. Therefore, dependent variable combination in this model: interesting value, social value, economic value, fair value, social responsibility value and developmental value can explain the attention to apply for a job.

**Table 9:** The regression results

Model	Coefficients B	Standard error	Beta	t	Significance
Constant	0.986***	0.274		3.598	0.000
SOC	0.007	0.049	0.007	0.138	0.890
ECO	0.041	0.051	0.044	0.805	0.421
INT	0.125***	0.048	0.132	2.605	0.010
FAIR	0.127**	0.053	0.127	2.399	0.017
DEV	0.312***	0.059	0.293	5.278	0.000
SOGRES	-0.044	0.046	-0.052	-0.964	0.336
MED	0.197***	0.032	0.280	6.158	0.000

Note: Dependent variable: EMP. \*\*\*: significance level 1%. \*\*: significance level 5%

Table 9 shows four significant factors affecting the attention to apply for a job as developmental value, social media use, interesting value and fair value. In contrast, other factors (social value, economic value and company’s social responsibility) don’t influence EMP.

**Developmental value (DEV)** affects the strongest to EMP. In fact, promotion desire in career is workers’ obvious motivation, especially the under-graduate students who would like to work in a company with greatly specialized skills for their future job. According to Tansky & Cohen (2001) and Schnake et al (2007), if companies can meet the requirements and create much more developing career conditions, the employees will tend to work longer time. Also, Bodderas et al. (2011) show that developing programs and company polices as one key issue although the salaries are important in finding the job. As a result, companies having outstanding training strategies like UNILEVER, P&G, ABBOTT, HSBC etc. usually create positive impressions towards candidates due to competitive salary and opportunities for personal training and development. In generally, this study result is quite consistent in realistic business operation.

The second strongest statistical significant factor is **social media value (MED)** with a positive impact on the intention to apply for a job. MED is fully suitable with the current growing Vietnamese labor market. Because potential candidates are active young people with ability to

use information technology devices and social media (Facebook, e-mail, linked-in, website) to attract potential candidates by social media use is more effective than traditional channels. Many recent surveys have proven this conclusion. For example, Jovite survey (2010) (cited by Madia, 2011) shows that approximately 83% of companies built use social media plan in their recruitment for seeking talent activities. In addition, according to Miluksak (2010) (cited by Hunt, 2010), if the enterprises do not capture the trend of using social media as a recruitment tool, they may have to cope with the risk of losing quality candidates into their competitors.

The third statistical significant factor is *interesting value (INT)*. In the present study, all participants from the technical universities with deep professional knowledge are greatly attracted companies with different values from technological sciences: new substances, new dosage forms, international standards (GMP - WHO, GMP - PICS, etc.), new treatment devices and health care value that product quality can offer. Working in such companies, they also feel proud of their self-value in company and society. Furthermore, Arthur (2012) emphasizes on motive and attractive environment working. Similarly, Bundy and Norris (2011) surveying on reasons why candidates' selecting a company show that the attractive working environment factor reached second on the list of 35 most important criteria (from high to low). Furthermore, according to Sivertzen et al., (2013), organization reputation significantly affects employers' choices which, in practice, is entirely consistent due to the fact that both employees and candidates desire to work for companies with many attractions in qualification level and administration regarding to quality, reputation, administrative level, technology science and so on. As a result, companies with modern technology keys (like nano, enzyme or cell technology, CO<sub>2</sub> extraction technology and so on) absolutely attract potential candidates.

Finally, *fair value (FAIR)* impacts the weakest to candidates' selection. Equity in any company or organization is what employees focus. It is clear that equality will provide psychological comfort, working motivation and solidarity. With a fair administration system, a company can develop steadily and offer promotion opportunities for all employees. However, fairness in practice is relative because human have sentiment factor in every action, even in management decisions. Therefore, it is difficult to require a company or an organization with perfect fairness, depending on management level or leaders' awareness and determination. Final-year pharmacy students understand and expect company's absolute fairness. Moreover, Vietnamese head-hunter companies survey unclear management behavior and unfair direct management explains employees' taking-off. If recognizing unfairness in company, a candidate will evaluate the company as an unprofessional administration affecting greatly their decisions. In other words, the study indicates that fairness isn't the decisive factor though fairness factor is expected to reach the best possibility.

In contrast to the results obtained from this study, three factors without significant statistic include social value (SOC), economic value (ECO) and social responsibility value (SOCRES). Firstly, *social factor value (SOC)* is eliminated from the regression equation because most objects are under-graduate students with little experience in relationship and environment work. Therefore, they don't clearly understand how this issue impacts on psychology, motivation as well as working results at working place. This result is different from the study of Bodderas et al. (2011). In their study result, the social value factor has positive effects on candidates' identification. There are two main reasons for this problem: different background and national development level for different interests. Their study is carried out in England - a developed

country of Europe with candidates’ higher social value demand in Vietnam - a developing country in Asia. However, this subject result accords with the result by Sivertzen et al. (2013) because technological students believe to have enough ability to overcome working environment barriers so they don’t pay much attention to social value factor.

Secondly, *economic value (ECO)* is an important factor to attract workers; however, in this case, it doesn’t impact the recruit plan for candidates. This is mainly due to the goals of personal development stage. For newly graduate students, salary and bonus policy is the most important aim having to be achieved. This result is completely similar to the previous study result by Bodderas et al. (2011) and Sivertzen et al. (2013). From the results of two groups, economic value factor has no absolute effect on application decision as well as candidates’ identity company.

Finally, *social responsibility (SOCRES)* also has no significant statistics. It is obvious that community activities and social responsibility like environmental protection, domestic labor source and charities will leave a good impression on human minds. However, these factors may be company’s peripheral strengths, not an important element for the final-year students in their job selection processing.

**5.6. ANOVA Analysis Result**

Using the independent Sample T – test method, the result shows in table 10, table 11 and table 12.

**Table 10:** Average and standard deviation results between non-experienced and experienced group.

Factor	Candidate group	Quantity	Average	SD	Standard error
EMP	Non-experienced	198	4.1828	0.51565	0.03665
	Experienced	156	4.3590	0.54131	0.04334

**Table 11:** Independent sample T-test result.

Factor	Hypothesis Levene		Hypothesis T-test						
	F	Sig.	T	df	Sig. (two-tailed)	Difference of average	Difference of standard deviation	95% confidence interval of the difference	
								Low	High
Homologous variable	1.863	0.173	-3.12	352	0.002	-0.17615	0.05643	-0.287	-0.065
Non-homologous variable			-3.10	325.112	0.002	-0.17615	0.05676	-0.287	-0.064

As shown in table 11, significance value (hypothesis Levene)  $0.173 > \alpha = 0.05$  means that the variables of two groups are similar. Hypothesis t-test result with sig. value is  $0.02 < \alpha = 0.05$  indicates the difference in the recruit plan between two candidate groups.

**Table 12: Homogeneity testing result**

Levene statistic	Df 1	Df 2	Sig.
1.740	4	349	0.141

Table 12 showed homogeneity testing result with sig. value is  $0.141 > \alpha = 0.05$ , leading to accept  $H_0$  hypothesis. The differences between experienced and non-experienced candidate groups can be explained by experienced candidates understand more about working environment, working characteristics, factors contributing to their growth career as well. Therefore, they are greatly aware that the role and significance of values (development, attraction and fairness) have significantly impacts on selection processing. When candidates have practical experiences, they will be clearly aware of these factors' importance: training, fairness, famous company's pride, quality and different products in the market as well as employment capacity with updated information through social media. These factors will also increase experienced candidates' higher desire level in applying than non-experienced candidates. Addition, using Anova analysis method, the result is showed in table 13 and table 14.

**Table 13: Anova analysis**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.105	4	2.026	3.614	0.007
Within Groups	195.703	349	0.561		
Total	203.808	353			

ANOVA result with Sig. value is  $0.007 < 0.05$  indicates that there are differences in social media among three candidate groups. The study continues to use Tukey Testing to find the differences in Table 14.

**Table 14: Tukey Testing**

(I) Native Country	(J) Native Country	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mekong River Delta	Ho Chi Minh city	<b>0.55676*</b>	0.17808	<b>0.016</b>	0.0684	1.0451
	Middle - Central Highlands	-0.08578	0.11782	0.950	-0.4089	0.2373
	Red River Delta	-0.00245	0.53158	1.000	-1.4601	1.4552
	Others	0.28922	0.14454	0.268	-0.1071	0.6855
	Mekong River Delta	<b>-0.55676*</b>	0.17808	<b>0.016</b>	-1.0451	-0.0684
Ho Chi Minh City	Middle - Central Highlands	<b>-0.64254*</b>	0.20297	<b>0.014</b>	-1.1991	-0.0860
	Red River Delta	-0.55921	0.55668	0.853	-2.0857	0.9673
	Others	-0.26754	0.21956	0.741	-0.8696	0.3345



	Mekong River Delta	0.08578	0.11782	0.950	-0.2373	0.4089
Middle - Central	Ho Chi Minh city	<b>0.64254*</b>	0.20297	<b>0.014</b>	0.0860	1.1991
Highlands	Red River Delta	0.08333	0.54042	1.000	-1.3986	1.5652
	Others	0.37500	0.17428	0.201	-0.1029	0.8529
	Mekong River Delta	0.00245	0.53158	1.000	-1.4552	1.4601
	Ho Chi Minh city	0.55921	0.55668	0.853	-0.9673	2.0857
Red River Delta	Middle - Central	-0.08333	0.54042	1.000	-1.5652	1.3986
	Highlands					
	Others	0.29167	0.54687	0.984	-1.2079	1.7912
	Mekong River Delta	-0.28922	0.14454	0.268	-0.6855	0.1071
	Ho Chi Minh city	0.26754	0.21956	0.741	-0.3345	0.8696
Others	Middle - Central	-0.37500	0.17428	0.201	-0.8529	0.1029
	Highlands					
	Red River Delta	-0.29167	0.54687	0.984	-1.7912	1.2079

\*. The mean difference is significant at 0.05 level.

According to table 14, there are the differences in social media use between Ho Chi Minh City and Mekong River Delta, Middle - Central Highlands candidate groups. Using social media level has stronger impacts on Mekong River Delta, Middle - Central Highlands than that of Ho Chi Minh City. If comparing between candidates who were from Ho Chi Minh City and those from Mekong River Delta, those of Middle - Central Highlands don't have favorable conditions to get information. Therefore, social media plays an important role.

## 6. CONCLUSION

### 6.1. Conclusion

The study indicates employers' attraction and social media impact on potential candidates' application plan as final-year pharmacy students in Vietnam. From the result of testing scales, the study builds a new scale in recruiters' attraction based on that of Berthon et al. (2005). The measuring scale of candidates' application plan is kept from the first scale of the author before. The result analyzing linear relationship between independent variables (5 values of employers' attraction) and dependent valuable (attention to apply for a job) showed that final-year pharmacy students are highly appreciated and get ready to apply their CV to the companies with developmental value, interesting value and fair value. Other statistically insignificant factors include economy value, social value and social responsibility.

In addition, the result analyzing the differences among the overall groups indicated the differences among experienced and non-experienced candidate groups.

### 6.2 Managerial Suggestions

From the results above, here are some suggestions at governmental level:

Building total development program for employees in order to provide more knowledge, enhance working skills and develop personal capacity, particularly: building and standardizing programs,

training content for all positions with diverse forms: internal/external training, in-house training, on-job training and situational training for the purpose of intensifying mid-manager' coaching role. Besides that, talent management process should be built and deployed like this: building-sharing culture and learning experience, planning adjacent team processes and career path for employees.

Enhancing company's attraction value by completing international quality standards (GMP – WHO, GMP – PICS, EU and so on) for manufacturing systems. Research and developing activities should be concentrated.

Ensuring justice and clear management thanks to completed processes and employee evaluation methods: clear, specific, scientific, fair and accurate criteria completion and evaluation index for employees. Determining appraisal scale. Building an objective scientifically appraisal method. Finally, all factors (KPI index, point ladder and appraisal method) should be shared to the public.

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