

อิทธิพลของการสร้างแบรนด์และคุณค่าของแบรนด์ผู้ประกอบการที่มีต่อการเลือกงานของผู้ที่กำลังหางานทำ

Influences of Employer Branding and Brand Value on Job Selection of the Prospective Job Applicants

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บทคัดย่อ

การสร้างแบรนด์ของผู้ประกอบการนับเป็นกลยุทธ์การบริหารบุคลากรที่กำลังเป็นที่กล่าวถึงในปัจจุบัน การสร้างแบรนด์ของผู้ประกอบการให้เป็นที่รู้จักในกลุ่มคนทำงานจะช่วยสร้างภาพลักษณ์และส่งเสริมองค์กรให้มีคุณค่าในสายตาของคนที่กำลังหางานทำและสามารถดึงดูดแรงงานที่มีศักยภาพเข้ามาทำงานในองค์กรได้ การเลือกพนักงานที่มีทักษะและความสามารถที่เหมาะสมกับงานนับเป็นก้าวแรกที่จะช่วยเพิ่มความสามารถในการแข่งขันขององค์กรให้เหนือกว่าคู่แข่งได้ งานวิจัยครั้งนี้มุ่งเน้นไปที่การหาความสัมพันธ์ระหว่างการรับรู้ที่มีต่อผู้ประกอบการเกี่ยวกับภาพลักษณ์ ความไว้วางใจ ศักยภาพ และความจริงใจของผู้ประกอบการ รวมทั้งความรู้สึกผูกพันที่มีต่อผู้ประกอบการ ซึ่งเป็นผลมาจากการสร้างแบรนด์ของผู้ประกอบการ กับการมองเห็นคุณค่าของแบรนด์ และการเลือกสมัครงานของคนที่กำลังหางานทำในบริษัทที่มีการสร้างแบรนด์ โดยทำการวิจัยเชิงสำรวจเพื่อเก็บข้อมูลจากนักศึกษาปีสุดท้ายในมหาวิทยาลัยห้าแห่งในกรุงเทพ ซึ่งกำลังหางานทำจำนวน 400 คน และวิเคราะห์ข้อมูลโดยใช้การวิเคราะห์สมการเชิงโครงสร้าง ผลการวิจัยพบว่า ศักยภาพ ความไว้วางใจ และการรับรู้ในคุณค่าของแบรนด์ผู้ประกอบการ ส่งผลโดยตรงต่อการเลือกสมัครงานในองค์กรที่มีการสร้างแบรนด์ ในขณะที่ภาพลักษณ์ ความไว้วางใจ ความจริงใจ และความรู้สึกผูกพันที่มีต่อผู้ประกอบการส่งผลทางอ้อมต่อการเลือกสมัครงานผ่านการรับรู้ในคุณค่าของแบรนด์ผู้ประกอบการ การสร้างแบรนด์ของผู้ประกอบการจึงสามารถส่งผลทั้งทางตรงและทางอ้อมต่อการเลือกงานของผู้ที่กำลังหางานทำโดยมีการรับรู้ในคุณค่าของแบรนด์ผู้ประกอบการเป็นตัวเชื่อมความสัมพันธ์ระหว่างการสร้างแบรนด์ของผู้ประกอบการและการเลือกงานของผู้ที่กำลังหางานทำ

คำสำคัญ: การสร้างแบรนด์ผู้ประกอบการ การรับรู้คุณค่าของแบรนด์ผู้ประกอบการ การเลือกงาน

Abstract

As the quality of the employees is known to be the key competitive advantage of the business nowadays, “employer branding” is a human resource strategic tool that the organization can use to obtain the talented and skillful employees. Five brand constructs obtained from the employer’s brand development i.e. brand image, brand trust, brand competence, brand sincerity,

and brand affect as well as employer brand value were proposed as the influencing factors for the job selection of the job seekers. Questionnaire survey with 400 prospective job applicants who were last year students studying in five universities in Bangkok was conducted. Structural equation modeling was applied to analyze the data. The results indicated the direct influences of brand value, brand trust, and brand competence on job selection as well as the indirect influences of brand image, brand trust, brand sincerity and brand affect on job selection via the employer brand value at the companies that have the employer branding development programs. Employer branding was found to influence job selection of the prospective job applicants directly and indirectly in which the mediating effect of the employer brand value was illustrated.

Keywords: Employer Branding, Employer Brand Value, Job Selection

Introduction

As the organizational performance depends largely on the performance of its employees, quality of the employees is one of the most important issues that lead organizations to gain higher performance and competitive advantages over the competitors. Developing the employer branding has been applied as human resource management tool to recruit qualified employees for years. Successful employer branding would attract the prospective job applicants to apply themselves to the companies and makes the companies earn more opportunity to get the employees who fit well with the organization.

Thai economics are, majorly, driven by small and medium enterprises (SMEs) in which lots of job vacancies are available for the job seekers. However, most of those job opportunities are overlooked since the employers' names are not well-known or the information about the companies are insufficiently available. Regarding the inadequate knowledge on the companies, the job seekers, mostly, feel uncomfortable to apply for the jobs to those SMEs but like to affiliate with the large-sized and well-known companies. This causes the SMEs to have employee recruitment problem since they could not find the job applicants that fit well with their requirements. Many job applicants also face the problem of job refusal since the numbers of the job applicants to the large-sized companies are too large while the available job positions are limited.

Even though the number of job applicants is not the problem of the well-known companies, different kinds of problem do exist. Insufficient information may make the job applicants misperceive the company and apply themselves to a company that is perceived as well-fitted with them. However, the lack of in-depth information such as the core values and real competence of the companies, working styles, service standards, employee relationship, leadership styles, and so on may cause the unrealistic expectation on the companies and related obligations. Disappoint feeling may occur for both parties if the real working situations are not consistent with the prior expectation. Attrition would, finally, occur when the company and the job applicant recognize the mismatching between both parties (Schneider, 1987; Schneider, Goldstein & Smith, 1995). Consequently, the company and job applicant would be suffered from the waste of time and effort. Employer branding is one of the human resource strategies that the companies can utilize to make

the job applicants aware of the real characteristics of the companies before applying themselves to the companies.

Even though the employer branding concept is extended from the product branding, they are not really similar. Developing employer brands to attract the job seekers and creating the product brands to attract the customers are also different. Knowing brand of the products is, sometimes, unable to lead to the employer's brands. There are many products that their brands are well-known while the brands of the companies that operate those products are not well recognized. For example, the brands "The Pizza Company," "Swensens," "Dairy Queen," "Sizzlers," "Burger King," "Bread Talk," "Anantara Hotel," "Four Seasons Hotel and Resort," "JW Marriott," and many other brands are operated by the Company named, "Minor International Public Company Limited (MINT)" (<http://www.minor.com>). "Pundee Rice" is the product of "Singha group" (<http://www.singha.com/pundee>) while "Chaokoh (coconut milk)" and "Meaploy (seasoning)" brands are operated by the company named, "Theppadungporn Coconut Co., Ltd." (<http://www.tcc-chaokoh.com>). The goal of developing the employer branding is not only to attract the job seekers when they are seeking for the job but also to build the long term awareness of the brands in the minds of the potential employees in order to attract any people who have high working capability and have the personality and personal value that fit well with the companies.

Product branding strategies such as advertisements on the product quality, price, sales promotion, providing the product samples and so on could not help creating the employer brands. Different strategies should be used to develop employers' brands. Many companies promote their brands through many forms of social activities such as charity events, environmental preservation campaigns, contributing to the funds for schools, hospitals, community infrastructure or even sponsoring the concerts and theatrical performance. Some companies develop the business competitions to allow the university students who are considered as potential employees who will enter the labor market after graduation to have the opportunity to know the companies. Many companies try to provide direct experiences towards the companies to the students by offering several programs such as internship programs, cooperative education programs, fieldtrips, company visits and so on. These activities are designed to create a bond between the potential employees and the companies. The information about the companies can also be transferred through the word of mouth among students and make the employer brand to be known in the labor market. The expected results of the employer branding development are not only on the awareness of the brand but also perceiving the employer brand as having brand competence, brand trust, brand sincerity, and brand affect and positive brand image. Brand image refers to the perception of the overall picture of the employer brand while brand competence means the perception that the company is capable of producing products with high quality, being a leader in the market, having good management, and etc. Brand sincerity refers to the policy of the company that cares for the well-being of customers, employees and society. Brand trust refers to the perception that the companies usually tell customers and employees the facts, always keep their promises, and never been dishonest and exploiting the stakeholders. Finally, brand affect refers to the emotional bonding between the potential employees and the companies. This includes the feeling that

the company is friendly, appreciative, attractive, approachable, and welcoming. The five branding constructs would lead the potential employees to aware of the value of the employer brand and want to work for the companies in the future. Gomes and Neves (2011) explained the behaviors of the job seekers to apply for a job at a company in three main stages i.e. 1) seeking for the job vacancy; 2) selecting and pursuing for the jobs that they are interested in; and 3) Choosing only one best job if there are many job offers. To search for the job choices in the first stage, only attractive jobs at the attractive companies are to be considered (Pounder & Merril, 2001). The employer branding plays an important role in this stage. Understanding the factors affecting the selection process would be beneficial for both job seekers and companies. The companies with effective job recruitment process would obtain more valuable choices of the applicants and, finally, more qualified employees. Consequently, more competitive advantages could be gained.

Research Objectives

This research does not focus on how to create the employer brands since different strategies and activities could be done based on the specific characteristics of each company. In contrast, this research aims to explore the attitudes and feelings of the potential job applicants toward companies that strategically develop their branding. Thus, the research question, “How would consequences of the employer's brand development i.e. brand image, brand trust, brand competence, brand sincerity, and brand affect influence perceived employer brand value and job selection of the prospective job applicants?” is emphasized in this study. Two objectives were set as follows:

1. To identify the influences of employer brand image, brand trust, brand competence, brand sincerity, and brand affect on employer brand value and intention to apply for the job of the prospective job applicants.
2. To identify the influence employer brand value and intention to apply for the job of the prospective job applicants.

Research Hypotheses

To answer the research question and objectives, three research hypotheses were proposed as follows:

Hypothesis 1: Employer branding i.e. brand image (a), brand trust (b), brand competence (c), brand sincerity (d), and brand affect (e) positively influence perceived brand value.

Hypothesis 2: Employer branding i.e. brand image (a), brand trust (b), brand competence (c), brand sincerity (d), and brand affect (e) positively influence intention to apply for the job of the prospective job applicants.

Hypothesis 3: Perceived employer brand value positively influences the intention to apply for the job of the prospective job applicants.

Expected Outcomes

The understanding of the effects of employer branding on the job selection of the pro-

spective job applicants would be helpful for both companies and job seekers. The company information provided in the company websites and other media may be insufficient for the job seekers to make decision to select the companies. In-depth information from the employer branding programs would help prospective job applicants to know more about the companies and be able to verify whether the companies fit well with them before applying for the jobs. The findings from this research would help the companies to know which brand information are important for the prospective job applicants to perceive the value of the employer brand and select the right companies.

Literature Review and Theoretical Background

Employer Branding

“Employer branding” is a human resource strategic tool that the companies can use to communicate with the potential employees. The clear information about ‘what the employer is’ would help potential employees to decide how much that the company fit with them which would lead them to perceive the company as high value, high attractive and, therefore, would select to apply for a job in that company. Employer branding is defined as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (Ambler & Barrow, 1996; p. 187). Employer’s brand is different from the brand of the product that the company uses to communicate with the customers. For product branding, product features such as product quality, innovation, variety, as well as service quality and sales promotion are usually used to communicate with the customers. For employer branding, brand image, brand sincerity, brand competence, brand affects, brand trust and other brand personality are used to communicate to the potential employees.

“Employer brand” was firstly introduced to the field of strategic human resource management in early 1990s. Employees are perceived as the internal customers (Grönroos, 2000) who can be attracted by the brand of the employer similar to the consumer who are attracted by the brand of the products. Consumers earn more social-image when they associate themselves with the brand of the products that they bought. Likewise, employees could also earn more self-image when they associate themselves with the brand of company that they work with. Emotional attachment between the employer brand and the potential employees can be developed while organizational value and internalization can be transformed from the organization to its employees. Employees could communicate their status such as value expression, moral standards, social adjustment, and so on when associating with the brand of the company.

Employer branding differentiates a company from other competitors when a clear view of the company is promoted to its targeted potential employees (Backhaus & Tikoo, 2004). Rampl and Kenning (2014) revealed that there are five branding constructs that are associated with the employer branding i.e. brand image brand sincerity, brand competence, brand affect, and brand trust. **Brand image** is the unique perception of the employee toward the mission, vision, and characteristics of the company in the big picture. It is said to be a set of beliefs or general impression toward the company. Employees may develop various associations with the employer’s company

such as functional benefits, monetary benefits, psychological and social benefits, and so on. The employees may perceive the employer's brand in many attributes, socially and psychologically, but the overall perception toward the brand is brand image.

Brand trust refers to the level of reliability, confidence, and trustworthiness of the employer that the employees can be confident on if they are working with. Employer brand trust covers trust on working process, organizational process and all internalizations of the company (Searle et al., 2011). Some characteristics such as trust, reliability, safety, and security could reflect brand trust of the employer. **Brand competence** means the ability of the company to run its core business successfully, stably, and reliably. The core businesses cover the routine work, day-by-day activities as well as the ability to solve novel problems. High quality of product offered to the customers and high performance management tasks could reflect the brand competence of the company. **Brand sincerity** is closely related to brand trust. Some keywords such as honest, sincere, real, genuine, heart-to-heart, by heart, and so on could explain brand sincerity. Any activities delivered based on the promises to the employees illustrate the sincerity of the company. The concerns of the employer on the employees' benefits and well-being also show the sincerity of the company. **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 responses on the employee (Chaudhuri & Holbrook, 2001). Brand affect can be developed when an employee experiences positive emotional responses, repeatedly, from positive events that occur in the organization.

Employer Branding and Employer Brand Value

Brand value refers to the premium characteristic or the good quality of the brand. Schlager, Bodderas, Maas and Cachelin (2011) proposed five dimensions of employer's brand value. "Economic value" is the monetary benefits that the employees expected from the employer such as salary, extra payment, health benefits, retirement benefits, vacation and so on. Many researches indicated that economic value influences employee's attitude and behavior. "Developmental 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. Tansky and Cohen (2001) found that developmental value is closely related to employees' attitude and behavior. "Social value" focuses on the interpersonal relationships among colleagues, co-work and supervisors. Team work and team spirit, friendly relationships, qualified co-workers, good leader, respectful work environment are parts of social value. Significant effects of social value on employee's attitude, feeling, and behavior on employee attitude and behavior are also found in previous researches (Schlager et al., 2011). The fourth dimension, "diversity value", emphasizes on the opportunity for the employees to show their skills, potential and capability such as getting novel jobs, challenging jobs, variety of jobs, and so on. The last dimension, "reputation value" is the perception of the employees on how well others perceive the employer's brand. High quality, well known, innovativeness of the products including the positive word of mouth toward

the employer's brand reflects the reputation value of the brand. Both diversity and reputation value are also found to relate to employee's attitude and behavior. Self-image and emotional attachment gained from the employer's brand would lead the employees to perceive the value of the employer in all aspects. Thus, the first hypothesis that employer branding i.e. brand image, brand trust, brand competence, brand sincerity, and brand affect could influence the perceived brand value of the employer in the positive way can be proposed.

Employer Branding and Job Selection

Hedlund, Åteg, Andersson and Rosén (2010) explained the three different phases of employee job selection. First, the job seekers seek for the companies that are attractive in their point of views. Second, they want to work with the company for a long period of time. Third, they put efforts and perform many activities in order to engage in the organization. Corporaal, van Riemsdijk and van Vuuren (2014) elaborated job seeking behaviors based on the study of Behling et al. in 1968 (Cited in Corporaal et al, 2014) in three stages. First, job seekers try to weight the advantages and disadvantages that they may receive from the company. Second, job seekers consider the fits between their emotional needs and how would the organizations help attaining their needs based on the image of the company. Finally, job seekers determined the attractiveness of the company from the treatment they receive during the recruitment process.

Previous researches indicated that perception of the job seekers is one of the most important factors that affect job seekers' decision. (e.g. Gomes & Naves, 2011; Carless, 2003; Albinger & Freeman, 2000). Relationship between employer branding and job selection was found in many researches (e.g. Rampl & Kenning, 2014; Berthon, Ewing & Hah, 2005; Lievens & Highhouse, 2003). The relationship between employer brand value and job choices are suggested by the previous researches. Thus, the positive influence of employer branding traits brand image, brand trust, brand competence, brand sincerity, and brand affect as well as the employer brand value on job selection can be proposed as Hypothesis 2 and 3, respectively.

Research Methodology

To test all hypotheses, a questionnaire survey was designed. Employer branding including brand image, brand trust, brand competence, brand sincerity and brand affect were measured together with perceived employer brand value, and intention to apply for the job at the selected company. Five-point Likert scales varying from 1 (strongly disagree) to 5 (strongly agree) were assigned to all measurements. Thirty-three measurement items modified from Rampl and Kenning (2014) were used to measure employer branding. The measurements of perceived brand value were modified from Schlager et al. (2011). Five dimensions of brand value i.e. economic value, development value, social value, diversity value and reputation value were measured with twenty-three items. Finally, eight measurement items of intention to apply was modified from Story, Castanheira and Hartig, (2016). The measurements were pretested with 100 last-year university students. Reliability of 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). Regarding the pre-test results, the measurements were sufficiently qualified.

For the population and sample, university students enrolling in the last semester of their undergraduate level were targeted as the population of the survey. Most of the students already started searching and applying for the jobs. Several companies also started searching for the potential employees. As this group of people would enter to the job market in the short future, they would be the prospective job applicants who can be the representatives of the job seekers. Five companies that perform some employer branding development activities were purposively selected from five industries, IT, airline, energy, finance & banking, and FMCG. The names of the companies were told to the respondents when collecting data. Four hundred students from five universities, three public and two private universities were targeted as the samples of the survey. Convenience sampling technique was applied. The in-person drop off technique was performed. One hundred students from each university were approached with five 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) Do you have the company that you would like to work with?
- 5) Do you know the five selected firms of the research?

These five questions were used to screen out the students who do 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 second and third question. The answer “Yes” is also required for the last two questions. This procedure was repeated until the first 100 students who met all criteria were gathered from each university. Small souvenirs were given to all respondents when they returned the questionnaire to the surveyors. Out of 500 students who meet the required criteria, seventy-three were refused to join the survey. Only 427 sets of data were gathered. Out of these, 26 sets were found incomplete and were discarded. Thus, a total of 401 sets of data which yielded 80.20% response rate were obtained.

Most respondents (64.7%) were female. Most of them were business administration students (64.98%) 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 (39.50%) followed by GPA less than 2.5 (26.20%), GPA 3.01-3.5 (22.90%), and GPA of higher than 3.50 which was about 11.30%. respectively.

Data Analyses and Research Results

Cronbach's alpha coefficients were analyzed to verify the reliability of the data. Satisfactory results were illustrated. The coefficients were 0.932 for all five dimensions of employer branding i.e. 0.766, 0.783, 0.864, 0.895, and 0.781 for brand image brand trust, brand competence, brand sincerity, and brand affect respectively. The coefficients of employer brand value was 0.936 while

that of brand value dimensions were 0.813, 0.822, 0.859, 0.759, and 0.821 for economic value, developmental value, social value, diversity value, and reputation value, respectively. The coefficient of the intention to apply for the job was 0.905. All exceeded the required level of 0.7 (Nunnally, 1978). The reliability of the employer branding constructs, employer brand value and intention to apply for the jobs were ensured.

To meet the requirement of the structural equation modeling analysis, confirmatory factor analysis was conducted. All 64 measurement items were put in the CFA model. Thirty-three items measure five brand constructs i.e. six items each brand image brand trust, brand sincerity, brand affect and the rest nine items for brand competence. The next twenty-three items measure brand value i.e. four items for economic value, five items for developmental value, six items for social value, three items for diversity value, and five items for reputation value. The rest eight items measure intention to apply for the jobs. The CFA model can be seen in Figure 1

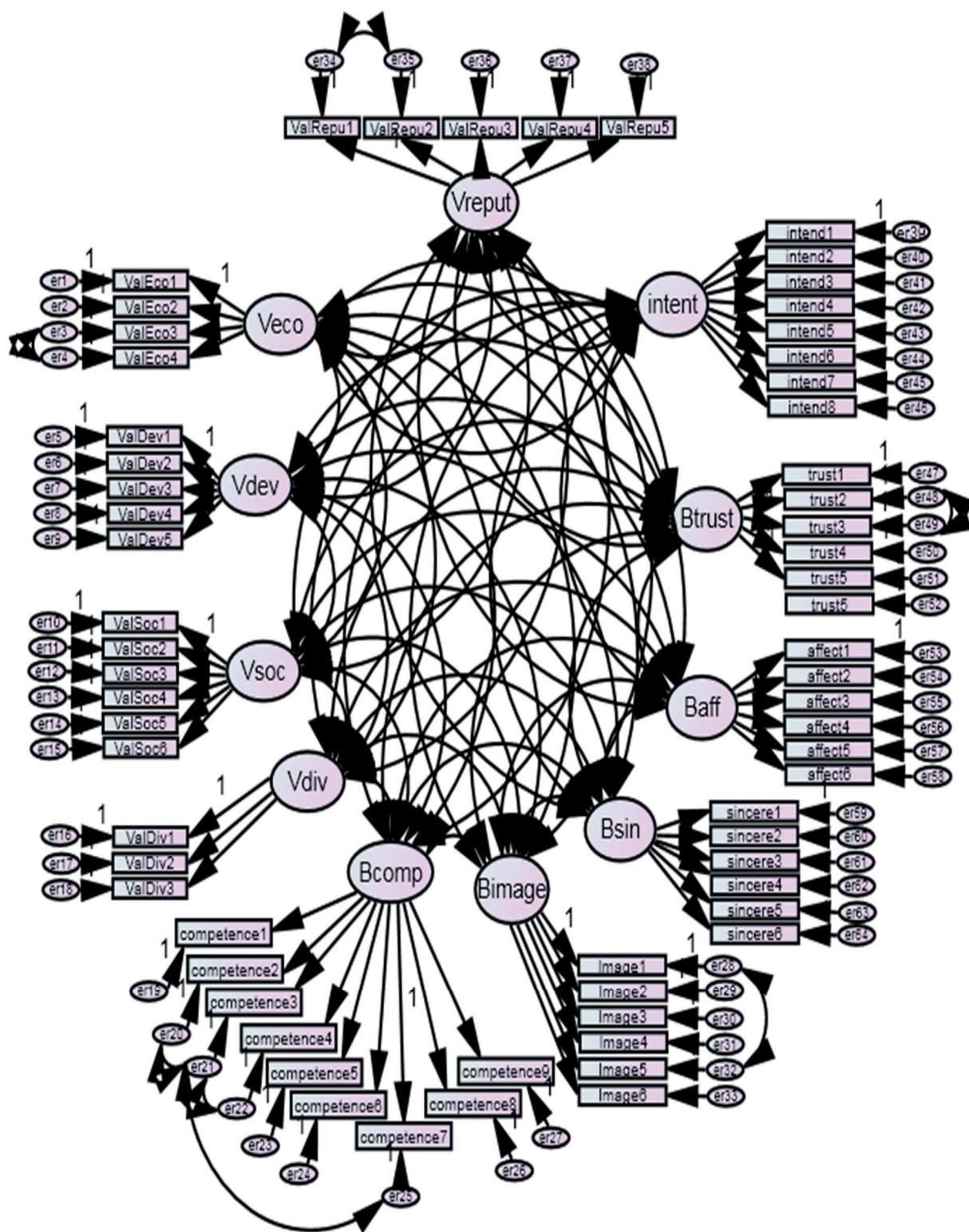
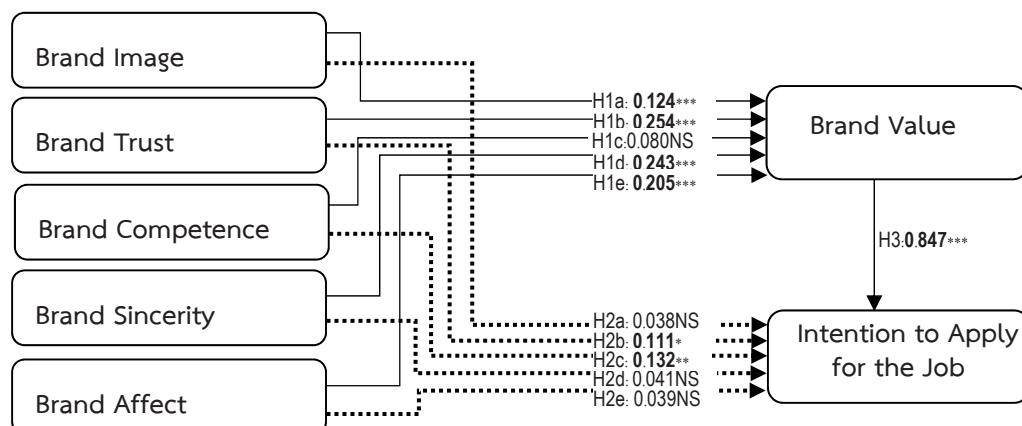


Figure 1: Confirmatory Factor Analysis Model

Remarks: $\chi^2/df=2.716$; GFI=0.916, IFI=0.986, TFI=0.979, and CFI=0.974; RMSEA=0.046

The Chi-square per degree of freedom was 2.716 which was less than the cutoff point of 3 while all fit indices exceeded the recommended level of 0.9 (GFI=0.916, IFI=0.986, TFI=0.979, and CFI=0.974). The Root Mean Square Error of Approximation was 0.046 which was also less than the cutoff point of 0.05. Satisfactory results indicated the construct validity of the measurements. Structural equation modeling was, then, developed. Brand image, brand trust, brand competence, brand sincerity, and brand affect were put in the model as independent variables. Employer brand value, as the mediating variable, was treated as the second order constructs. Economic value, developmental value, social value, diversity value and reputation value were put as the first order measurements of employer brand value. The dependent variable was the intention to apply for the job at one of the five selected companies that have applied the employer branding development programs. The results of SEM analysis indicated that all fit indices exceeded the cutoff points which indicated the good fit of the structural equation model ($\chi^2/DF=2.089$ GFI=0.982; AGFI=0.939; IFI=0.993; TLI=0.980; CFI=0.993; RMSEA=0.042). Satisfactory fits of the model indicated that the structural relationships among constructs in the SEM model were valid. The SEM model is shown in Figure 2 as:

Figure 2: Structural Equation Model of the Proposed Model



Remarks: $\chi^2/DF=2.089$; GFI=0.982; AGFI=0.939; IFI=0.993; TLI=0.980; CFI=0.993; RMSEA=0.042
 Unstandardized coefficients are shown; * $p<0.05$; ** $p<0.01$; *** $p<0.001$; NS=Not Significant
 R² Employer Brand Value =0.687; R² Intention to Apply for the Job = 0.766

The coefficients of the relationship between each pair of the constructs together with their critical value and its significant value are presented in Table 1:

Table 1: Structural Relationships of the Constructs in the Path Analysis

Path Relationships			Coefficients (β)		Critical Ratio	
H1a	Brand Image	→	Employer Brand Value	0.124 (0.148)	3.533	***
H1b	Brand Trust	→	Employer Brand Value	0.254 (0.277)	5.085	***
H1c	Brand Competence	→	Employer Brand Value	0.080 (0.088)	1.617	N.S.
H1d	Brand Sincerity	→	Employer Brand Value	0.243 (0.289)	5.325	***
H1e	Brand Affect	→	Employer Brand Value	0.205 (0.241)	4.638	***
H2a	Brand Image	→	Intention to Apply	0.038 (0.042)	1.161	N.S.
H2b	Brand Trust	→	Intention to Apply	0.111 (0.111)	2.290	*
H2c	Brand Competence	→	Intention to Apply	0.132 (0.134)	2.913	**
H2d	Brand Sincerity	→	Intention to Apply	0.041 (0.045)	0.970	N.S.
H2e	Brand Affect	→	Intention to Apply	0.039 (0.042)	.0943	N.S.
H3	Brand Value	→	Intention to Apply	0.847 (0.776)	10.794	***

Remarks: * $p<0.05$; ** $p<0.01$; *** $p<0.001$; NS = Not Significant; Unstandardized coefficients were presented while the standardized coefficients were shown in the brackets

Significant relationship between employer brand image ($\beta=0.124$; $p<0.001$), brand trust ($\beta=0.254$ $p<0.001$), brand sincerity ($\beta =0.243$; $p<0.001$), brand affect ($\beta =0.205$; $p<0.001$) and employer brand value were found. All of employer branding constructs except brand competence ($\beta=0.080$; $p>0.05$) significantly affected employer brand value. 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, and brand image, respectively.

For Hypotheses 2, significant relationship between brand competence and brand trust on intention to apply for the job were found ($\beta =0.132$; $p<0.01$ and $\beta =0.111$; $p<0.05$) while that of brand image, brand sincerity, and brand affect were not ($\beta =0.038$; 0.041 ; and 0.039 ; $p>0.05$). Thus, Hypothesis 2 was partially supported by the data. For Hypothesis 3, significant relationship between employer brand value and intention to apply for the job ($\beta =0.847$; $p<0.001$) was illustrated. Hence, Hypothesis 3 was supported by the data. In addition, 68.7% of the employer brand value could be explained by the five employer brand traits while 76.6% of the intention to apply for the jobs of the prospective job applicants was explained by the five brand traits and brand value. Standardized coefficients of all constructs indicated that employer brand value provided highest influence on intention to apply for the jobs.

Conclusion

Regarding the research findings, employer brand value, brand competence and brand trust provided significant influence on job selection which was proxy by the intention to apply for the jobs while the influence of employer brand value was highest. However, other employer brand constructs i.e. brand image, brand trust, brand sincerity, and brand affect had significant influences on employer brand value. Thus, the direct influence of brand value and brand competence on job

selection was illustrated while the indirect influences of brand image, brand sincerity, and brand affect on job selection via brand value were shown. Both direct and indirect influences of brand trust on job selection were found.

These findings were consistent with many previous researches on product branding. Both brand trust and brand competence were found to have significant influences on 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 company. As brand trust inferred to the reliability, confidence, and trustworthy on the company, it was undoubtedly that it could lead to brand value and the need to work with that company. The direct influence of brand competence on job selection was also not surprising since brand competence infers to the ability of the company to run its core business successfully, stability, and reliably. High quality of product offered to the customers and high performance management tasks would be the results of the competence of the company. Successful, market leader, hard-working, high performing, and so on would reflect the characteristics of brand competence.

The influence of brand value on job selection was consistent with the previous research findings in marketing field in which the significant influence of brand value on consumer decision was found (e.g. Baldauf, Cravens & Binder, 2003; Punj & Hillyer, 2004). As such, the roles of the consumer and employer brand value on the decisions of both consumers and prospective employees were not different. The concept of brand value, brand competence and brand trust can be applied in the human resource management field as well. Even though the direct influences of the other three traits i.e. brand image, brand sincerity, and brand trust were not illustrated, their indirect influences via brand value were shown. Hence, all five employer brand traits could not be overlooked.

Managerial Implication

To develop the employer brand, brand trust, as having both direct and indirect influences on the job selection, should be, firstly, emphasized. The strategies that make the prospective job applicants to trust on the employer brand should be prioritized. Giving information to make the prospective job applicants aware of the brand competence is also important since it could influence their decision to select the companies to be applied directly. In addition, the employer brand value should be created. The awareness on the image, sincerity, trust on the employer brand as well as the emotional bonding between the firms and the prospective job applicants i.e. creating brand affect could help the job applicants to perceive the value of the employer brands.

Recommendation for the Future Research

The effects of employer branding i.e. brand trust, brand image, brand sincerity, brand competence, and brand affect as well as employer brand value on the job selection in different industries can be emphasized. The comparisons of the influence of each brand construct on job selection can be studied to help the firms in different industries to design the branding development

strategies that are effective for their firms. The comparisons of branding constructs in marketing and human resource management perspective are also interesting. The perception on brand image, brand trust, brand competence, brand sincerity, and brand affect in the customers' and employees' perspectives 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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