

THE INFLUENCE OF CORPORATE CULTURE ON EMPLOYER BRANDING AT ADMICRO DIVISION OF VCCORP JOINT STOCK COMPANY

ẢNH HƯỞNG CỦA VĂN HÓA DOANH NGHIỆP TỚI THƯƠNG HIỆU CỦA
NHÀ TUYỂN DỤNG TẠI KHỐI ADMICRO, CÔNG TY CỔ PHẦN VCCORP

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ABSTRACT

The contention that corporate culture influences employer branding is not disputable. However, the extent to which it influences employer branding in the workplace is a topic for scholarly debate and investigation. While corporate culture is quite familiar with most businesses, employer branding is a relatively new concept that can function as an instrument for firms to position themselves as an employer, to attract and retain wanted employees. This research examines the impacts of corporate culture on employer branding in the context of recruitment with the case of Admicro Division, VCCorp. The results show that Corporate Culture dimensions including Capacity Development, Consistent Core Values, Involvement Empowerment, Vision and Mission have an influence on employer branding. That is why some recommendations are provided for the corporation to improve their culture to promote their branding.

Keywords: Corporate Culture, Employer Branding, Human Resources, Admicro, VCCorp, Impact.

TÓM TẮT

Văn hóa doanh nghiệp có vai trò quan trọng và có ảnh hưởng đến nhiều hoạt động của doanh nghiệp trong đó có thương hiệu của doanh nghiệp. Tuy nhiên, nó có ảnh hưởng như thế nào và cụ thể là những yếu tố của văn hóa doanh nghiệp sẽ tác động đến thương hiệu của doanh nghiệp là điều mà nhiều học giả và các nhà quản lý quan tâm. Văn hóa doanh nghiệp đã ngày càng phổ biến hơn, trong khi việc xây dựng thương hiệu của nhà tuyển dụng lại còn khá mới mẻ với nhiều doanh nghiệp để có thể định vị bản thân doanh nghiệp trên thị trường lao động nhằm thu hút, giữ chân người tài. Vì vậy, bài viết này nghiên cứu tác động của văn hóa doanh nghiệp đến thương hiệu của nhà tuyển dụng trong phạm vi của công tác tuyển dụng nhân lực với trường hợp của Khối Admicro, Công ty cổ phần VCCorp. Kết quả nghiên cứu cho thấy các yếu tố Phát triển năng lực, Các giá trị cốt lõi nhất quán, Sự tham gia ủy quyền và Tầm nhìn, Sứ mệnh có ảnh hưởng đến thương hiệu của nhà tuyển dụng. Từ đó, bài viết đưa ra một số giải pháp giúp doanh nghiệp hoàn thiện văn hóa doanh nghiệp của mình như một chiến lược xây dựng thương hiệu của nhà tuyển dụng.

Từ khóa: văn hóa doanh nghiệp, thương hiệu nhà tuyển dụng, Admicro, VCCorp, Impact.

1. Introduction

The purpose of the research is to find how corporate culture contributes to employer branding on a 13-year Vietnamese Marketing Communication Corporation. There are reasons and motivations behind the research. Corporate culture played a very significant role in employer branding process. Employer branding becomes the core human resources

strategy for big corporations and national companies. To make a successful career in a big corporation, human resources department and managers, directors should have a clear understanding, skills and knowledge about

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employer branding and corporate/organizational culture. The case study research on Admicro will evaluate the influence of corporate culture on employer branding and how to promote corporate culture as an employer branding strategy.

2. Literature Review and Research Methodology

2.1. Literature Review

2.1.1. Corporate Culture

Corporate culture is seen as important values, beliefs, and understandings that members share in common' that could provide managers with better ways of thinking and responding in order to make decisions and manage the organisations (Sun, 2008). Thus, it is undeniably important to an organization's success. Similarly, Denison (1990) indicates that organisational culture is underlying values, beliefs, and principles' which develop the management system of the organisation. For Schein (2006), corporate culture includes 3 layers. On the first layer, culture is evident in created objects and artifacts; this encompasses tangible, visible, or audible things such as buildings, decor, logos, physical products, stories, speeches, interactions, rites, and rituals. On the second layer lie the collective values of the organization's members, which have a significant impact on attitudes. Imposed values have a lesser impact on the behavior than self-imposed, internalized moral concepts. The third level, the "essence" of culture, incorporates the basic assumptions or underlying principles of the members of an organization. Such assumptions are normally taken for granted and have a long-term, binding influence. They are neither visible nor consciously perceived.

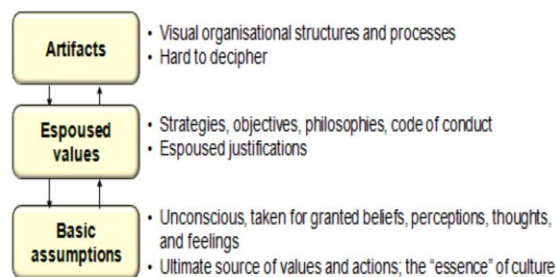


Figure 1: Schein (2016) layers of corporate culture

To conduct researches about corporate culture, Denison (1990) suggested a model of several dimensions which are Mission and Vision, Involvement, Consistency, Adaptability. This model was used by different researchers to measure corporate culture of firms in many fields such as finance and banking, manufacture, services such as the papers of Davidson (2004), Fey and Denison (2003), Mobley and Fang (2005), etc.

2.1.2. Brand

According to Kotler (1991), a brand is defined as a name, term, symbol, drawing or combination used to identify the seller's product and to distinguish it from the competitive product. This is the traditional view of the brand. Today, many researchers agree with the broader view of the brand, as Ambler & Styles (1996) stated that it is a set of attributes that provide target customers with the goals they require. The brand in this view is that the product is only a component of the brand, mainly providing functional benefits to customers.

Park, Jaworski & MacInnis (1986) divide brand into 3 dimensions based on meeting consumer needs: (a) functional needs, (b) symbolic needs, and (c) experience needs. A functional or instrumental aspect of a brand describes the physical and tangible product attributes that a product either has or does not

have. The symbolic aspects describe product attributes are subjective, abstract and intangible, accumulated from the way people perceive a product and are related to human needs to maintain identity, to enhance their self-image or to express themselves (their beliefs, characteristics and personalities). Finally, the brand's empirical aspect emphasizes the influence of a brand on sensory satisfaction or cognitive stimulation.

2.1.3. Employer Branding

The employer branding concept was first stated by Ambler and Barrow (1996), in which it was defined as a "package of functional, economic and psychological benefits provided by hiring, and are determined by employers "(Ambler & Barrow, 1996). According to these two authors, the benefits the employer branding offers to employees are similar to the traditional brand (product) that provides consumers: (1) useful development and / or operation. (function), (2) material or bonus (economic), and (3) sense of belonging, direction and purpose (psychologically).

Employer branding consists of the following dimensions:

Interest Value: It assesses the degree of the appeal of an employer who is responsible for providing a work situation with innovation and creativeness opportunities.

Social Value: It calculates the mark of the appeal of an organization or a company providing a work environment with good and welcoming team spirit and decent respectable relations among coworkers.

Economic Value: It estimates the amount of attraction of an employer providing worthy remuneration and profits.

Development Value: It is an attribute that estimates the degree of attractiveness of an employer providing career development.

Application Value: It determines the degree of attraction of an establishment providing the chance to exercise and train what is learned.

Two more dimensions were added in the list by Dabirian et al. (2017), which are:

Management Value: It states that the good or bad influence of supervisors at work determines employee retention. An employee's positive and negative experience with the boss also affects his/her social relationships.

Work/Life Balance: It is an attribute determining that a proper balance among the employees' work and life allows them to work in harmony with all their identities. Employees should be considered more than just employees.

2.1.4. The Impacts of Corporate Culture on Employee Branding

Organizational support theory states that employees develop a general perception concerning the extent to which the organization values their contributions and cares about their wellbeing (Eisenberger & Stinglhamber, 2011). The core idea of POS is then that the employee has a felt obligation or a need to reciprocate perceived positive organizational actions in a positive manner. Perceived organizational support (POS) is closely associated with the meeting of socio-emotional needs and an organization's readiness to reward increased efforts made on its behalf. Three key aspects of work experience shown to shape POS resonate with antecedents shaping the state of the psychological contract: organizational rewards and working conditions like developmental experiences, job autonomy, and visibility to and recognition from upper-level management perceived supervisor support, the extent to which supervisors care

about the employees and value their contributions fairness of formal organizational policies and procedure, linked to notions of procedural justice (Eder and Eisenberger, 2008).

2.2. Research Methodology

2.2.1. Hypotheses

Based on the theoretical and literature review of factors determining employer, hypotheses are built to clarify the relationship between factors and employer brand. For such reasons, the following hypotheses are formulated:

Hypothesis H1: Involvement Empowerment positively influences Employer Brand.

Hypothesis H2: Capacity Development positively influences Employer Brand.

Hypothesis H3: Consistent Core Values positively influences Employer Brand.

Hypothesis H4: Team Orientation positively influences Employer Brand.

Hypothesis H5: Vision positively influences Employer Brand.

Hypothesis H6: Mission positively influences Employer Brand.

Based on the literature review from previous studies, the following model will be applied as below to identify the corporate culture factors affecting employer brand in the chosen company of Admicro - VCCorp. In this model displaying: Dependent variable: Employer Brand; Independent variables: Involvement Empowerment, Capability Development, Consistent Core Values, Team Orientation, Vision and Mission. According Denison (1990), these dimensions can describe the characteristics of a corporate culture.

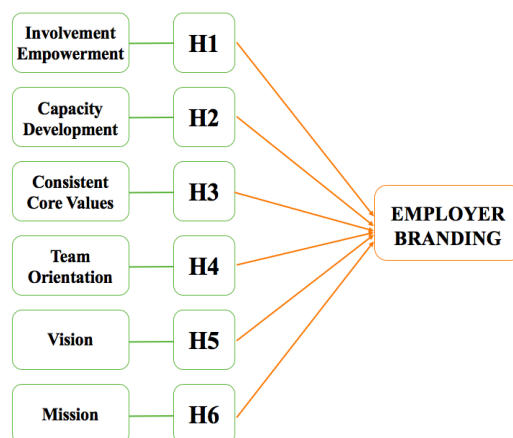


Figure 2. The Research Model

Source: Conducted by authors, 2020

2.2.2. The questionnaire

The questionnaire composes of 3 parts. The first part is to acquire basic demographic information of respondents: gender, age, working position. These are mandatory because it proves that the participants are of the appropriate population. The second part helps examine the 6 dimensions of Involvement Empowerment, Capability Development, Consistent Core Values, Team Orientation, Vision, Mission and the extent to which they appeal to corporate culture. These dimensions are taken from the model of Denison (1990) which is applied to measure corporate culture. In addition, findings of Kuchеров and Zavvalova (2012), Brooks (2006), Green et. al (2006), Sherman et. al (2006), Miles and Mangold (2004), Fey and Denison (2003) were added to conduct measurements. In the third part, the respondents are now considering all the 6 factors and to what extents do they affect their company's employer brand. The detailed measurements are described in Appendix 1. The questions of the second and third sections are designed based on the Likert scale which ranges from 1 (Strongly Disagree) to 5 (Strongly Agree).

2.2.3. Sample

As for multiple regression, the minimum sample size is calculated by the formula: $50 + 8 * m$ (while m is the number of independent factors). In this study, there are 6 independent factors, the minimum sample size is: $50 + 8 * 6 = 98$ units. This study uses both EFA and linear regression method so the author combines the above two requirements, the minimum sample size required is 155 units.

2.2.4. Data collection

Both primary and secondary data are used in this study. Secondary data is information gathered from articles, journals, research, and the internet that other researchers have analyzed and studied. Primary data has been collected from online and offline questionnaires. A total of 360 complete answers have been used and the final sample size $n = 360$. The population under study is the employees and managers of Admicro who are located in Hanoi and Ho Chi Minh City. An estimate of 360 was drawn from the two branches. Data collected will be encoded and processed by IBM SPSS 22 software, then carried out step-by-step analysis: demographic profile analysis, descriptive statistics, testing reliability of Cronbach's alpha scale, Exploratory Factor Analysis (EFA), correlation and multiple regression analysis to test research hypotheses.

3. Findings

3.1. Reliability Analysis

It can be seen in Appendix 2 that all Cronbach's Alpha scale reliability statistics are greater than 0.6 and all Corrected Item – Total Correlation of each dimension is greater than 0.3 at the same time, suggesting these dimensions be accepted. Therefore, these observed variables and scales meets the requirements for reliability. All Cronbach's

Alpha coefficients are in the interval of (0.8; 0.95), indicating great internal consistency (Dinh and To, 2017). Therefore, all dimensions presenting in Appendix 2 will be taken to EFA phase.

KMO measure of sampling adequacy is 0.908, conforming to the prerequisite to do EFA stated by Hair et al. (2006) that when $0.5 < KMO < 1$, a sample is adequate to proceed with Factor Analysis. Hair et al. (2006) further required that the Significance of Bartlett's Test of sphericity is equal or less than 0.05 so as to accept alternative hypothesis H1: There may be statistically significant interrelationship between variables. The significance of the KMO of 0.000 satisfied that condition (Appendix 3).

This study consisted of seven factors extracted, having Total or Eigenvalue greater than 1 with cumulative percentage of variance of 74,021%. This value is greater than 50%, satisfying the requirements stated by Gerbing and Anderson (1988). These extracted seven factors can explain 74,021% of the variables' variability. In the process of EFA, factor loading will be taken into consideration on the basis of sample size as Appendix 4. The aim of multiple regression analysis is to determine the relationship amongst dependent variables (EMPBRA) and independent variables (INVEMP, CAPDEV, COCOVA, TEAORI, VISION, MISSIO), thus showing the level of impact of each component on the company's employer brand.

The coefficient of determination (Adjusted R^2) is 0.375 showing that the model fit is 0.375 or in other words 37.5% of the change of the dependent variable EMPBRA is explained by independent variables. 62.5% is due to external variables and random errors. The F test is valued at 35.284 with the significance level Sig. =

0.000^b (less than 0.05) implies that the built-in regression model is consistent with the collected data (Appendix 7). Thus, the independent variables in the model are related to the dependent variable "Employer Brand".

Regression coefficients of seven factors are as follows: (1) Involvement Empowerment (β unstandardized = 0.137 and Sig. = 0.001 < 0.05); (2) Capability Development (β unstandardized = 0.278 and Sig. = 0.000 < 0.05); (3) Consistent Core Values (β unstandardized = 0.175 and Sig. = 0.000 < 0.05); (4) Vision (β unstandardized = 0.150 and Sig. = 0.007 < 0.05); (5) Mission (β unstandardized = 0.107 and Sig. = 0.005 < 0.05) and (6) Team Orientation (β unstandardized = 0.018 and Sig. = 0.791 > 0.05). All six factors all have a positive impact on employer brand; however, the last factor is not statistically significant in the model. It can be seen from above table that P-value (expressed through Sig.) of Team Orientation (TEAORI) is less than 0.05 (Appendix 7). Therefore, null hypotheses are rejected and conclusion should be only these five factors have influence on employer brand.

3.2. Research Results

The relationship between employer brand (dependent variable) and independent variables is shown in the following linear regression equation (using unstandardized coefficients):

$$\text{EMPBRA} = 0.041 + 0.137 \times \text{INVEMP} + 0.278 \times \text{CAPDEV} + 0.175 \times \text{COCOVA} + 0.150 \times \text{VISION} + 0.107 \times \text{MISSION}$$

In the model, the independent variables affect the dependent variable in the forward direction, which mean the selection decision depends upon each factor on different level. As can be seen from the results, the candidate-related factors affecting the

employer brand are ranked in order of significance: Capacity Development, Consistent Core Values, Vision, Involvement Empowerment and Mission.

Based on literature review, the hypothesis "H1" expressing the relationship between Involvement Empowerment and Employer Brand is formulated, which is "*Involvement Empowerment positively influences Employer Brand*". After testing this hypothesis, the correlation of this variable with the company's employer brand is statistically significant with sig. = 0.01 < 0.05 and the β coefficient = 0.137 > 0. Thus, the given hypothesis is accepted.

The hypothesis "H2" is formulated, which is "*Capacity Development positively influences Employer Brand*". The results of regression analysis indicate that the correlation of this variable with the company's employer brand is statistically significant with sig. = 0.000 < 0.05 and the β coefficient = 0.238 > 0. Thus, the given hypothesis is accepted.

The hypothesis "H3" is formulated, which is "*Consistent Core Values positively influences Employer Brand*". The results of regression analysis reveal that the correlation of this variable with the company's employer brand is statistically significant with sig. = 0.000 < 0.05 and the β coefficient = 0.175 > 0. Thus, the given hypothesis is accepted.

The hypothesis "H4" is formulated, which is "*Team Orientation positively influences Employer Brand*". The results of regression analysis indicate that this factor showed a positive impact although not statistically significant with sig. = 0.791 > 0.05. Hence, the given hypothesis is rejected and Team Orientation do not have an impact on Employer Brand in this research.

The hypothesis "H5" is formulated, which is "*Vision positively influences Employer*

Brand". The results of regression analysis indicate that the correlation of this variable with the company's employer brand is statistically significant with $\text{sig.} = 0.007 < 0.05$ and the β coefficient $= 0.150 > 0$. Thereby, the given hypothesis is accepted and Vision has an impact on Employer Brand in this research.

The hypothesis "H6" is formulated, which is "*Mission positively influences Employer Brand*". The results of regression analysis indicate that the correlation of this variable with the company's employer brand is statistically significant with $\text{sig.} = 0.005 < 0.05$ and the β coefficient $= 0.107 > 0$. Thus, the given hypothesis is accepted.

3.3. Recommendations for Admicro

For Admicro to improve its corporate culture which leads to a better employer brand, several steps should be taken. Firstly, the familiarity of Admicro as an employer should be further developed. This can be done by increasing culture presence in communication channels preferred by potential candidates such as career events and other face-to-face mediums. Further, social media should be actively used and the message should expose more about culture and advertise the company with attractive EVP. From the findings, it can be also noticed that most respondents would consider Admicro as an attractive employer, but the number of people who applied is insured. Improving contacts with future employees by using more social media channels and offline events would acknowledge candidates about company culture and workplace environment, enhance their attractiveness to the company, improve the employer brand. Moreover, Admicro should have clear formal and structured induction, orientation and familiarization

process. The research also recommends that the company should enhance more culture strategies, strive to maintain a good working environment, flexible work schedule, and refreshing atmosphere which boost employee's morale, encourage teamwork and improve employer brand.

4. Conclusion

The research concluded that there was a positive and significant association between corporate culture, consistency core values, vision, mission and employer branding at Admicro - VCCorp. For employer branding efforts to succeed in corporations, especially those that are enthusiastic in gaining a competitive advantage over their business rivals there is a need for them to be vigilant and consistent in promoting their culture. The study further concluded that culture and experiential benefits were the main attractors for current and potential employees. Furthermore, companies with strong employer branding were found to engage more in collaborative decision-making with staff and in supportive management processes, thus promoting a positive image to the internal and external labor markets. Lastly, the study concluded that corporate culture leads to enhance productivity and that the productivity and culture of the company help in improving employer branding. It is in line with the idea that the norms and values of an organization based upon different cultures influence on workforce management which enables effective and efficient management of the workforce.

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APPENDIX

Appendix 1. Questionnaire Design

No	Variables	Items	Sources
1	INVEMP	Involvement Empowerment	
1.1	INVEMP1	I am highly involved in their work	Brooks (2006)
1.2	INVEMP2	Decisions are usually made at the level where the best information is available	Brooks (2006)
1.3	INVEMP3	Information is widely shared so that everyone can get the information he or she needs when it's needed	Brooks (2006)
1.4	INVEMP4	I believe that I can have a positive impact in the organisation	Denison (1990)
1.5	INVEMP5	Business planning is ongoing and involves everyone in the process to some degree	Denison (1990)
2	CAPDEV	Capacity Development	
2.1	CAPDEV1	Authority is delegated so that I can act on my own	Denison (1990)
2.2	CAPDEV2	There is continuous investment in the skills of employees	Green et al. (2006)
2.3	CAPDEV3	The capabilities of people are viewed as an important source of competitive advantage	Denison (1990)
2.4	CAPDEV4	Problems often arise because I do not have the skills necessary to do the job.	Green et al. (2000)
3	COCOVA	Consistent Core Values	
3.1	COCOVA1	The leaders and managers "practice what they preach".	Kuchеров and Zavyalova (2012)
3.2	COCOVA2	There is a clear and consistent set of values that governs the way my company does business.	Denison (1990)
3.3	COCOVA3	Ignoring core values will get me in trouble.	Denison (1990)
3.4	COCOVA4	My company's core values are consistently communicated both internally and externally.	Denison (1990)

4	TEAORI	Team Orientation	
4.1	TEAORI1	Cooperation across different departments of the company is actively encouraged	Miles & Mangold (2004)
4.2	TEAORI2	People work like we are part of a team	Author
4.3	TEAORI3	Teamwork is used to get work done, rather than hierarchy	Miles & Mangold (2004)
4.4	TEAORI4	Work is organized so that I can see the relationship between my job and the goals of the organization	Miles & Mangold (2004)
5	VISION	Vision	
5.1	VISION1	My company has a shared vision of what it will be like in the future	Fey and Denison (2003)
5.2	VISION2	Leaders have a long-term viewpoint.	Fey and Denison (2003)
5.3	VISION3	My long-term vision is affected by short term thinking	Fey and Denison (2003)
5.4	VISION4	My company's vision creates excitement and motivation for me	Denison (1990)
5.5	VISION5	My company is able to meet short-term demands without compromising their long-term vision	Denison (1990)
6	MISSIO	Mission	
6.1	MISSO1	There is a long-term purpose and direction.	Sherman et.al (2006)
6.2	MISSO2	My company's strategy leads other organizations to change the way they compete in the industry.	Sherman et.al (2007)
6.3	MISSO3	There is a clear mission that gives meaning and direction to my work.	Denison (1990)
6.4	MISSO4	There is a clear strategy for the future.	Denison (1990)
7	EMBRA	Employer Brand	
7.1	EMBRA1	My application decision based on all of these 6 elements	Author
7.2	EMBRA2	I evaluate these 6 elements equally	Author
7.3	EMBRA3	My application decision based on elements other than these 6	Author
7.4	EMBRA4	My application decision is always objective/unbiased	Author
7.5	EMBRA5	I want to work for a company which has the highest overall score of these 6 components.	Author

Source: By the author, 2020

Appendix 2: Reliability analysis using Cronbach's Alpha

Observed variables	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<i>Involvement Empowerment: Cronbach's Alpha = .884, N=5</i>		
INVEMP1	0,709	0,862
INVEMP2	0,691	0,866
INVEMP3	0,694	0,865
INVEMP4	0,755	0,851
INVEMP5	0,755	0,851
<i>Capacity Development: Cronbach's Alpha = .910, N=4</i>		
CAPDEV1	0,836	0,870
CAPDEV2	0,791	0,886
CAPDEV3	0,835	0,873
CAPDEV4	0,736	0,906
<i>Consistent Core Values: Cronbach's Alpha = .911, N=4</i>		
COCOVA1	0,792	0,887
COCOVA2	0,798	0,884
COCOVA3	0,789	0,887
COCOVA4	0,814	0,878
<i>Team Orientation: Cronbach's Alpha = .864, N=4</i>		
TEAORI1	0,668	0,843
TEAORI2	0,737	0,815
TEAORI3	0,664	0,847
TEAORI4	0,783	0,797
<i>Vision: Cronbach's Alpha = .921, N=5</i>		
VISION1	0,798	0,903
VISION2	0,821	0,899
VISION3	0,773	0,908
VISION4	0,764	0,910
VISION5	0,826	0,898
<i>Mission: Cronbach's Alpha = .904, N=4</i>		
MISSIO1	0,799	0,871
MISSIO2	0,806	0,868
MISSIO3	0,698	0,907
MISSIO4	0,840	0,856

Employer Brand: Cronbach's Alpha = .861, N=5		
EMPBRA1	0,633	0,844
EMPBRA2	0,786	0,805
EMPBRA3	0,710	0,825
EMPBRA4	0,678	0,833
EMPBRA5	0,595	0,854

Source: Conducted by authors, 2020

Appendix 3. KMO and Barlett's Test for Independent variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,908
Bartlett's Test of Sphericity	Approx. Chi-Square	7459,138
	df	465
	Sig.	0,000

Source: Conducted by authors, 2020

Appendix 4. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9,803	31,621	31,621	9,803	31,621	31,621	3,868	12,478	12,478
2	3,603	11,621	43,242	3,603	11,621	43,242	3,515	11,338	23,816
3	2,463	7,944	51,187	2,463	7,944	51,187	3,232	10,424	34,240
4	2,240	7,226	58,412	2,240	7,226	58,412	3,190	10,290	44,531
5	2,001	6,455	64,867	2,001	6,455	64,867	3,187	10,280	54,811
6	1,609	5,192	70,059	1,609	5,192	70,059	3,110	10,033	64,845
7	1,228	3,962	74,021	1,228	3,962	74,021	2,845	9,177	74,021
8	,593	1,912	75,934						
Extraction Method: Principal Component Analysis.									

Source: Conducted by authors, 2020

Appendix 5. Pattern Matrix

Variables	Components						
	1	2	3	4	5	6	7
VISION5	,855						
VISION1	,816						
VISION4	,806						

TRƯỜNG ĐẠI HỌC KINH TẾ - ĐẠI HỌC ĐÀ NẴNG

VISION2	,805						
VISION3	,795						
INVEMP5		,836					
INVEMP4		,835					
INVEMP1		,791					
INVEMP2		,770					
INVEMP3		,770					
EMPBRA2			,824				
EMPBRA3			,780				
EMPBRA1			,744				
EMPBRA4			,693				
EMPBRA5			,643				
COCOVA4				,874			
COCOVA3				,861			
COCOVA1				,854			
COCOVA2				,846			
CAPDEV3					,849		
CAPDEV1					,847		
CAPDEV2					,820		
CAPDEV4					,789		
MISSIO1						,830	
MISSIO2						,825	
MISSIO4						,819	
MISSIO3						,748	
TEAORI4							,861
TEAORI2							,813
TEAORI1							,717
TEAORI3							,699
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 7 iterations.							

Source: Conducted by authors, 2020

Appendix 6. *Correlations*

		INVEMP	CAPDEV	COCOVA	TEAORI	VISION	MISSIO	EMPBRA
INVEMP	Pearson Correlation	1	.229**	.333**	.206**	.238**	.208**	.354**
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000
CAPDEV	Pearson Correlation	.229**	1	.195**	.452**	.386**	.322**	.482**
	Sig. (2-tailed)	,000		,000	,000	,000	,000	,000
COCOVA	Pearson Correlation	.333**	.195**	1	.156**	.199**	.214**	.357**
	Sig. (2-tailed)	,000	,000		,003	,000	,000	,000
TEAORI	Pearson Correlation	.206**	.452**	.156**	1	.417**	.528**	.333**
	Sig. (2-tailed)	,000	,000	,003		,000	,000	,000
VISION	Pearson Correlation	.238**	.386**	.199**	.417**	1	.518**	.398**
	Sig. (2-tailed)	,000	,000	,000	,000		,000	,000
MISSIO	Pearson Correlation	.208**	.322**	.214**	.528**	.518**	1	.360**
	Sig. (2-tailed)	,000	,000	,000	,000	,000		,000
EMPBRA	Pearson Correlation	.354**	.482**	.357**	.333**	.398**	.360**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	
**. Correlation is significant at the 0.01 level (2-tailed).								

Source: Conducted by authors, 2020

Appendix 7. Results of regression analysis

Adjusted R square	.375		
Sig. of ANOVA	.000 ^b		
F	35.284		
Model	Unstandardized Coefficient (β)	Sig.	VIF
Constant	,041	,863	
INVEMP	,137	,001	1,188
CAPDEV	,278	,000	1,363
COCOVA	,175	,000	1,164
TEAORI	,018	,791	1,606
VISION	,150	,007	1,514
MISSIO	,107	,005	1,651

Source: Conducted by authors, 2020

Appendix 8. Contribution levels in the model

No.	Factors	Variables	Unstandardized beta	%	Affecting Order
1	Involvement Empowerment	INVEMP	0.137	16%	4
2	Capacity Development	CAPDEV	0.278	32%	1
3	Consistent Core Values	COCOVA	0.175	21%	2
4	Vision	VISION	0.150	18%	3
5	Mission	MISSIO	0.107	13%	5
		Total	0.847	100	

Source: Conducted by authors, 2020