Journal of Trade Science

ISSN 1859-3666

Volume 8 | Number 3 | September 2020

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journal of Trade Science 8:3 (2020) 33 - 47
ISSN 1859-3666

FACTORS AFFECTING EMPLOYER BRANDING OF SMALL AND MEDIUM ENTERPRISES IN HANOI

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***Riceived**: 11th February 2020* ***Rivised**: 9th March 2020* ***Approved**: 13th March 2020*

The study aims to identify and evaluate the influence of factors affecting employer branding of small and medium enterprises in Hanoi. The data was collected from 321 workers recruited in the last 5 years (coming from 95 small and medium enterprises in services and retails). The reliability of the measurement scale is verified by the Cronbach's Alpha coefficient, the exploratory factor analysis (EFA) and regression analysis are used to find and evaluate the factors affecting employer branding of small and medium enterprises in Hanoi.

***Keywords**: Affecting factors, employer branding, small and medium enterprises.*

1. Introduction

Recruiting and retaining talents have become one of the measures to create comparative advantages for enterprises. To attract laborers, recruiters have applied some principles related to branding management in human resource management. This application has evoked the term "employer branding". Thanks to the benefits that it can bring, more and more enterprises are investing their resources in the campaigns to develop employer branding. Employer branding has become a subject of concern in human resource management field (Alniacik and Alniacik, 2012).

The new law has stipulated the sizes of small and medium enterprises. Accordingly, micro enterprises have the number of laborers participating in social insurance of fewer than 10 and total annual revenue of less than VND 10 billion or total capital of less than VND 3 billion; small enterprises have the number of laborers participating in social insurance of fewer than 50 and total annual revenue of less than VND 100 billion or total capital of less than VND 50 billion; medium enterprises have the number of laborers participating in social insurance of fewer than 100 and total annual revenue of less than VND 300 billion or total capital of less than VND 100 billion. Under these classifications, small and medium enterprises account for a dominant proportion in the national economy. The main difficulty these enterprises face in human resource management is still the difficult in recruitment due to their small scales, limited financial capacity, unattractive brands, etc., especially for enterprises operating in services and retails.

Therefore, the authors choose to investigate factors affecting employer branding in small and medium enterprises (SMEs) located in Hanoi with the view to identifying and measuring the impacts of these factors to lay the foundations for these enterprises to work out appropriate solutions to build good employer branding in the future.

2. Literature review and theoretical grounds

2.1. Literature review

There has been lots of research on employer branding in the world.

Employer branding was first studied by Ambler and Barrow (1996). These authors defined employer branding as the synthesis of psychological values, incentive schemes and professional benefits. Their research mainly aimed to help enterprises to manage their recruitment process more easily by focusing on key tasks, increasing labor productivity, completing recruitment process, retaining laborers to the enterprises.

Berthon et al. (2005) described employer branding as the benefits that a job candidate may receive from recruiters if he works for the enterprise. With this definition, the authors viewed employer branding from the approach of work benefits. Their research used 25 observation variables corresponding to 5 factors affecting the employer branding, including: interact value; social value; economic value; development value; application value.

Schlager et al. (2011) classified employer branding into employer branding perceived by employees and employer branding expected by potential candidates. Accordingly, employer branding consists of both internal and external brands; it is the physical integration of brands inside and outside the enterprises. Building external brand involves establishing brand awareness among future employees and building good images for enterprises to encourage and attract candidates (future employees). Meanwhile, internal brand is the images established by enterprises as evaluated by the current employees, closely related to retaining and motivating potential employees.

As recruiters, enterprises need to build up a system of values, policies and activities to attract, encourage and retain their current and future employees (Dell et al., 2011).

Sivertzen et al. (2013) pointed out that there are differences in the components of employer branding in different sectors and different cultures.

Hillebrandt and Ivens (2011) conducted a research product to develop measurement scales to measure the factors affecting employer branding and concluded that there are 12 factors affecting employer branding with 52 observation variables (culture and communication; teamwork morale; assigned tasks; international environment and career opportunities; incentive schemes; enterprise reputation; work-life balance; training and development; work diversity; customers; autonomy; corporate social responsibilities).

On the basis of a study with 600 former university students in Turkey (with 300 unemployed and 300 employed), Alniacik and Alniacik (2012) identified factors affecting employer branding. This study inherited the measurement scales of employer branding developed by Berthon et al. (2005) with 5 affecting factors. Upon analysis, 5 observation variables were removed, the 20 remaining observation variables measured 7 factors affecting employer branding including: social value (extracted from development value); economic value; interest value; market orientation (extracted from interest value); application value; opportunities for cooperation (extracted from social value); working environment (extracted from social value). Research findings indicated that male and female employees have different perception of the importance of social value, market orientation and application value while there is no such difference in economic value and working environment.

Uma and Metilda (2012) did research to create a theoretical framework of employer branding. The ☞

ISSN 1859-3666

authors generalized the previous studies on employer branding thoroughly and systematically and proposed a model of factors affecting employer branding including: interest value; social value; economic value; development value and application value.

A review of foreign research uncovers factors affecting employer branding including: interest value; social value; economic value; development value and application value; culture and communication; teamwork morale; tasks; enterprise reputation; work-life balance; training and development; work diversity; customers; autonomy; corporate social responsibility; international environment and career opportunities.

In Vietnam, there has been some research on this subject.

The study by Tran Ha Uyen Thi and Phan Thi Thanh Thuy (2012) showed that enterprises have started to care about building employer brands with potential and current employees so as to attract talents to the enterprises.

The research by Nguyen Thi Anh (2016) identified factors affecting employer branding, measured the impact levels of each factor in information technology enterprises located in Hochiminh city. Her research pointed out that there are 5 factors affecting employer branding, including interest value; social value; economic value; development value and application value.

Truong Ngoc Tien (2018) investigated the impacts of employer branding experience on resignation intentions of employees via emotional commitments with a case study in joint-stock commercial banks in Hochiminh city. The research examined the relations between employer branding experience of employees and emotional commitments; between emotional commitments and resignation intentions of employees. The researcher built up her research model from 01 factor of employer experience with 3 components; 1 factor of resignation intention and 1 factor of emotional commitments. The research findings indicated that employer branding experience has positive direct impact on emotional commitments of employee: the higher the employer branding experience and emotional commitments of employees are, the lower their resignation intentions are. By contrast, emotional commitments of employees towards employer branding have negative direct impact on resignation intention of employees.

Nguyen Minh Nhut (2016) researched on the impacts of employer branding on intentions to choose a workplace of laborers via case studies in electronic firms in Hochiminh city. It investigated the impact levels of components in the model and the impact levels of qualitative variables on the intentions to choose a workplace of laborers. The research findings indicated that reputation, lucrative salaries and social responsibility are three main factors affecting the intentions of laborers while the two remaining factors of working environment and training development do not have as equal impacts. The research also presented some proposals to help these firms increase their attractiveness to laborers.

Le Tan Dat (2016) chose the subject of enhancing employer branding of Ba Sau Nam Group for his research. This research was based on the model developed from the instrumental - symbolic framework presented by Lievens & Highhouse (2003) which classified the factors affecting employer branding images into two groups of instrumental and symbolic factors, in combination with the theories and previous studies on building employer branding images. The research findings indicated that to successfully build employer branding images, enterprises should pay attention to raising such factors as pay, tourism and reputation.

2.2. Theoretical grounds

a. Overview of employer branding

Brand as defined by World Intellectual Property Organization is a sign or a set of signs (visible and invisible) to recognize and differentiate a product or an enterprise. It represents the images of products and enterprises in the mind of customers and public.

Employer Branding is the image of an enterprise as a "workplace" in the eyes of current and future employees (Schlager et al. (2011)). Employer branding is not what enterprises advertise about themselves but is perceived by the talents that enterprises are targeting (both their employees and external talents). A healthy employer brand is the brand which is perceived positively by both internal employees and target external talents.

In this research, the definition of Schlager et al. (2011) on employer branding is followed. The research focuses on analyzing employer branding as perceived by employees currently working in the enterprises (rather than perceived by potential candidates).

b. Benefits of employer branding

A strong brand in recruitment brings numerous benefits to enterprises, especially as follows:

Firstly, it helps enterprises maximize the recruitment process. In recruitment, the open promotion of the values, missions, goals and culture of the enterprises can help reduce the number of unsuitable candidates sending their application forms.

Secondly, it helps enterprises attract talents more easily. A strong brand helps candidates know more about the enterprises, their cultures and what kind of employees can gain success in the enterprises. Therefore, candidates with appropriate conditions can access the recruitment while those seeing themselves as not suitable will exclude themselves. The established brand also conveys a message on how the working environment of the enterprises differs from that in other enterprises.

Thirdly, it helps save recruitment costs. A recruiter who can define his employer branding can save money and time that need spending on recruitment. With more candidates with good knowledge of employer branding, enterprises can save resources dedicated to advertising and recruiters will not have to spend so much time sorting out unsuitable candidates but pay more attention to other more potential people. More importantly, enterprises can establish a network of talents with many applications relevant to and appropriate with their needs. Recruiters do not need to worry about risks arising from hasty recruitment decisions.

Fourthly, it helps enterprises to retain talented employees and avoid brain drainage. In a study by CareerBuilder in 2011, 70% candidates said that they are willing to accept a lower pay in order to work with an enterprise with strong employer branding, as they want to work for an organization which makes them feel they are making significant contributions to something rather than just themselves. That is not to mention that when employees actively participate and invest in work, they will naturally accomplish their tasks and duties more effectively. These theories are reflected very clearly on brands of consumer products as these enterprises always have communication strategies to raise customer loyalty.

c. Factors affecting employer branding

Literature review illustrated that the research by Berthon et al. (2005), Alniacik and Alniacik (2012), Uma and Metilda (2012) has some similarities in factors affecting employer branding. On the basis of generalizing previous studies, Uma and Metilda (2012) proposed various factors affecting employer branding. Therefore, in this research, the authors inherited from research by Berthon et al. (2005), Alniacik and Alniacik (2012), Uma and Metilda (2012) and proposed groups of factors affecting employer branding including: (1) social value (rela-

ISSN 1859-3666
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tionships with colleagues); (2) interest value (interest at work); (3) economic value (remuneration policy); (4) application value (knowledge application opportunities); (5) development value (career development opportunities).

Where:

Relationships with colleagues: is reflected via happy and merry working environment, good relationships with colleagues and teamwork atmosphere (Berthon et al., 2005; Uma and Metilda, 2012). Potential candidates can recognize the level of relationships with colleagues in an enterprise through the recruitment procedure (Backhaus and Tikoo, 2004). Relationships with colleagues refers to working environment and relationships with other employees (Sivertzen et al., 2013). *Relationships with colleagues includes*: the relationships between a laborer with other colleagues and superiors; the relationships between employees in the enterprise (Berthon et al., 2005).

Interests at work: consist of the diversity and breadth of work: the flexibility of work; the creativity and interestingness in products and services. (Uma and Metilda (2012)). Tran Ha Uyen Thi and Phan Thi Thanh Thuy (2012) also pointed out that the interests at work includes interesting working environment, opportunities to access new technology, high value that enterprises place on staff creativity and professional staff.

Remuneration policies: is reflected by wage rates, bonuses, work security and promotion opportunities (Berthon et al., 2005; Alniacik and Alniacik, 2012). Remuneration policies is related to economic benefits (Sivertzen et al., 2013). Remuneration policies is a factor mentioned in most research, both qualitative and quantitative as a factor affecting the employer branding.

Knowledge application opportunities: refers to expectations of laborers for opportunities to apply what they have learned in the reality of work and opportunities to transfer and share their knowledge with others (Berthon et al., 2005; Uma and Metilda, 2012; Alniacik and Alniacik, 2012).

Career development opportunities: is related to the recognition of employees' abilities and the connectivity with the future work of candidates (Berthon et al., 2005).

3. Research model and methods

3.1. Research model and hypotheses

With the above-mentioned research approaches, the authors propose a research model inherited from the research of Berthon et al. (2005); Alniacik and Alniacik (2012); Uma and Metilda (2012) as follows:

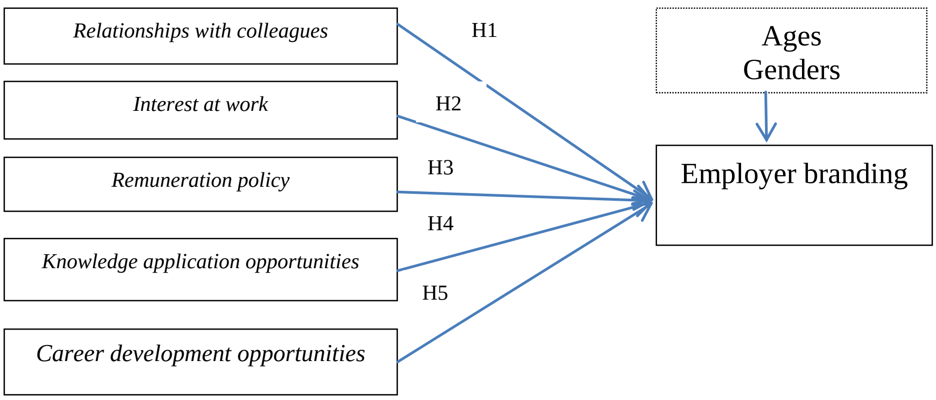

Figure 1: *Research model*

Research hypotheses

H1: Relationships with colleagues have positive impacts on employer branding

H2: Interests at work have positive impacts on employer branding.

H3: Remuneration policies have positive impacts on employer branding.

H4: Knowledge application opportunities have positive impacts on employer branding.

H5: Career development opportunities have positive impacts on employer branding.

3.2. Research methods

The research was conducted via the combination of qualitative and quantitative methods. Qualitative research was done via interviews so as to adjust the affecting factors and measurement scales of the affecting factors in accordance with the situation of small and medium enterprises in Hanoi. The sub-

Table 1: *Measurement scales of factors affecting employer branding*

Variables	Code	Observation variables	Sources
Relationships with colleagues	RC1	Relationships between colleagues are good	Berthon (2005), Alniacik and Alniacik (2012) and Uma and Metilda (2012)
	RC2	Relationships between employers and employees are good	
	RC3	Colleagues support each other	
	RC4	Working environment is merry	
	RC5	Working environment makes me feel happy	
Interests at work	IAW1	The work is diverse, various and has breadth	Uma and Metilda (2012); Alniacik and Alniacik (2012)
	IAW2	Enterprise is a dynamic recruiter in changing working styles towards positive way	
	IAW3	Work is vibrant	
	IAW4	Enterprise supply products and services with clear origin	
	IAW5	Working environment of the enterprise is generally interesting	
Remuneration policy	RP1	Bonuses are lucrative	Berthon (2005), Alniacik and Alniacik (2012); Uma and Metilda (2012)
	RP2	Basic wage rates are higher than the average of enterprises in the same industry	
	RP3	I can be attached to the enterprise for a long term	
	RP4	I will have a good income if there is a chance of good promotion in enterprise	
	RP5	I draw working experience from different divisions in the enterprise	
Knowledge application opportunities	KAO1	I have opportunities to share what I have learned with others	Berthon (2005), Alniacik and Alniacik (2012); Uma and Metilda (2012)
	KAO2	I can apply what I have learned from my working process in the enterprise for future work	
	KAO3	I have opportunities to apply my knowledge in my work	
	KAO4	Enterprise is a humanity organization with good contributions to the society	
	KAO5	I have the enterprise recognize my abilities	
Career development opportunities	CDO1	I feel more confident when working in the enterprise	Berthon (2005)
	CDO2	I feel I make progress when working in the enterprise	
	CDO3	I learn better working experience for future job	
	CDO4	I have better career development opportunities in the future	
	CDO5	I have the leaders recognize and evaluate my abilities accurately	
Employer branding	EB1	The enterprise is praised by my friends and relatives	Hillebrandt and Ivens (2011)
	EB2	The enterprise is known as a reputable employer	
	EB3	The enterprise has good reputation in recruitment	
	EB4	I feel proud when I can put the name of the enterprise in my working profile	

(Source: qualitative research findings of the authors)

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jects of the interviews were 7 laborers newly recruited in the past 5 years and 2 heads of Personnel Department of 2 retail enterprises in the capital. Qualitative research findings affirmed that despite the differences in research setting, the 5 affecting factors are appropriate for the research on the small and medium enterprises located in Hanoi. The researchers modified the terms used in measurement scales before the official research was done (the modifications are integrated in Table 1).

Quantitative research was done via questionnaires sent through google.doc and email to participants. Research sample was chosen by convenience. The main participants were laborers who have been recruited in the past 5 years (from 95 small and medium enterprises in services and retail sectors). The main research measure was through trainees of a professional human resource training courses organized by Vietnam education consultancy organization from April 2019 to September 2019 (the number of delivered questionnaires was 450 (25 observation variables ⇒ n = 25x5=125 (Hair, Anderson, Tatham and Black (1998)); the number of collected questionnaires was 321 > 125).

Collected data were analyzed via SPSS 22. Techniques used for data processing in the research included Cronbach's Alpha analysis, Exploratory Factor Analysis (EFA) and regression analysis to measure the reliability of measurement scales and test the research model.

4. Research findings

4.1. Sample descriptions

The descriptions of research sample are presented in Table 2.

4.2. Testing measurement scale reliability

The reliability of the measurement scales was tested by Cronbach Alpha and corrected item-total correlation. Variables with corrected item-total correlation lower than 0.3 and measurement scales with Cronbach's Alpha lower than 0.6 were deleted from the scales (Hoang Trong and Chu Nguyen Mong Ngoc, 2008). Detailed analysis of factors via the use of SPSS software is as follows (Table 3):

Data analysis shows that "Relationships with colleagues" has 4 observation variables with Cronbach's alpha of 0.759 >0.6, 4 variables have corrected item-total correlation higher than 0.3. Cronbach's alpha if item deleted is lower than 0.759. Particularly, RC5 has corrected item-total correlation lower than 0.3 and Cronbach's alpha if item deleted is 0.862>0.759. Therefore, to guarantee the reliability of the measurement scales, RC5 is deleted.

"Interest at work" has 4 observation variables with Cronbach's alpha of 0.716 >0.6, these variables

Table 2: *Research sample descriptions*

Descriptions		Number	Percentage (%)
Gender	Male	78	24.3
	Female	243	75.7
Age groups	Under 15 years old	176	54.8
	26 ~ 35 years old	129	40.2
	36 ~ 45 years old	15	4.7
	Over 46 years old	1	0.3
Working history	Under 1 year	55	17.1
	From 1 to under 2 years	134	41.7
	From 2 to under 3 years	102	31.8
	From 3 to under 4 years	18	5.6
	From 4 to 5 years	12	3.8
Business size	Micro	28	8.7
	Small	161	50.2
	Medium	132	41.1
Business areas	Services	167	52.0
	Retails	154	48.0

(Source: Research findings by the authors)

Table 3: *Results of testing reliability of measurement scales*

Observation variables	Corrected item-total correlation	Cronbach Alpha if item deleted
"Relationships with colleagues": α = 0.759, n =5		
RC1	0.555	0.705
RC2	0.619	0.668
RC3	0.476	0.748
RC4	0.586	0.687
RC5	0.273	0.862
"Interest at work": α = 0.716, n =5		
IAW1	0.492	0.678
IAW2	0.561	0.598
IAW3	0.561	0.601
IAW4	0.653	0.654
IAW5	0.167	0.841
"Remuneration policy": α = 0.870, n =5		
RP1	0.798	0.815
RP2	0.840	0.803
RP3	0.813	0.812
RP4	0.766	0.827
RP5	0.290	0.923
"Knowledge application opportunities": α = 0.923, n =5		
KAO1	0.834	0.898
KAO2	0.850	0.891
KAO3	0.831	0.898
KAO4	0.218	0.652
KAO5	0.312	0.467
"Career development opportunities": α = 0.79, n =5		
CDO1	0.759	0.661
CDO2	0.628	0.724
CDO3	0.689	0.692
CDO4	0.357	0.840
CDO5	0.790	0.913
"Employer branding": α = 0.823, n =4		
EB1	0.376	0.728
EB2	0.572	0.668
EB3	0.484	0.696
EB4	0.546	0.667

Source: research findings by the authors have corrected item-total correlation higher than 0.3; Cronbach's alpha if item deleted lower than 0.716. Particularly, IAW5 has corrected item-total correlation lower than 0.3 and Cronbach's alpha if item deleted of 0.841 > 0.716. Therefore, to guarantee the reliability of the measurement scales, IAW5 is deleted.

"Remuneration policy" has 4 observation variables with Cronbach's alpha of 0.870 >0.6, these variables have corrected item-total correlation higher than 0.3; Cronbach's alpha if item deleted lower than 0.870. Particularly, RP5 has corrected item-total correlation lower than 0.3 and Cronbach's alpha if item deleted of 0.923 > 0.870. Therefore, to guarantee the reliability of the measurement scales, RP5 is deleted.

"Knowledge application opportunities" has 3 observation variables with Cronbach's alpha of 0.923 >0.6, these variables have corrected item-total correlation higher than 0.3; Cronbach's alpha if item deleted lower than 0.923. Particularly, KAO4 and KAO5 have corrected item-total correlation lower than 0.3. Therefore, to guarantee the reliability of the measurement scales, KAO4 and KAO5 are deleted.

"Career development opportunities" has 5 observation variables with Cronbach's alpha of 0.79 >0.6, these variables have corrected item-total correlation higher than 0.3; Cronbach's alpha if item deleted lower than 0.79. Therefore, these measurement scales have reliability.

"Employer branding" has 4 observation variables with Cronbach's alpha of 0.823 >0.6, these variables have corrected item-total correlation higher than 0.3; Cronbach's alpha if item deleted lower than 0.823. Therefore, these measurement scales have reliability.

4.3. Exploratory Factor Analysis

Exploratory Factor Analysis helps to test and identify groups of variables in the research model. EFA was conducted after unsuitable variables were deleted via Cronbach's Alpha analysis. EFA helps to re-identify groups of variables in the research model in accordance with the results of the research sample. The criterion used to delete variables in EFA is variables have factors loading lower than 0.5. EFA results gained after unsuitable variables were deleted and theoretical model was adjusted were used for multi regression analysis.

4.3.1. Exploratory factor analysis for independent variables

Research data analysis for independent variables after observation variables with factors loading lower than 0.5 were deleted reveals that the use of EFA is appropriate with the research data. KMO is higher than 0.5 (0.783), factors loading are higher than 0.5, Bartlett test has statistical significance (p-value lower than 0.05), total variance explained (TVE) is higher than 50% (68.561%) (Table 4).

4.3.2. EFA for "Employer branding"

Analysis results for "Employer branding" also showed that the use of exploratory factor analysis is appropriate. KMO is higher than 0.5 (0.67), factors loading are higher than 0.5, Bartlett test has statistical significance (p-value lower than 0.05), total variance explained (TVE) is higher than 50% (71.87%).

Table 5: *EFA results for "Employer branding"*

Dependent variables	Factors loading
	Employer branding
EB1	0.92
EB2	0.88
EB3	0.83
EB4	0.80
KMO	0.67
p-value (Bartlett)	0.00
TVE (%)	71.87

Source: Research findings of the authors

4.4. Regression analysis

The results of EFA established that these 5 factors affect employer branding. In the next step,

Table 4: *EFA results for independent variables*

Obs. variables	Factors loading				
	Relationships with colleagues	**Interests at work**	**Remuneration policies**	**Knowledge application opportunities**	**Career development opportunities**
RC1	0.856				
RC2	0.678				
RC3	0.653				
RC4	0.762				
IAW1		0.765			
IAW2		0.763			
IAW3		0.720			
IAW4		0.786			
RP1			0.866		
RP2			0.816		
RP3			0.719		
RP4			0.885		
KAO1				0.768	
KAO2				0.695	
KAO3				0.590	
CDO1					0.852
CDO2					0.671
CDO3					0.733
CDO4					0.672
CDO5					0.602
KMO	0.783				
p-value (Bartlett)	0.000				
TVE (%)	68.561%				

(Source: Research findings of the authors)

regression analysis was conducted to establish whether the correlations are linear and how each factor affects the employer branding.

Regression analysis was conducted with 5 independent variables of Relationships with colleagues (RC), Interest at work (IAW), Remuneration policy (RP), Knowledge application opportunities (KAO), Career development opportunities (CDO) and one dependent variable of Employer branding (EB).

The regression analysis model is as follows:

$$EB = \beta_0 + \beta_1 RC + \beta_2 IAW + \beta_3 RP + \beta_4 KAO + \beta_5 CDO + \varepsilon$$

where:

β0 is regression constant; β_1, β_2, β_3, β_4, β_5 are regression coefficients; ε is random error.

4.4.1. Correlation analysis

Correlation analysis was conducted to test the relations between two variables. To see if the two variables have correlations, the authors used Sig. value. If Sig. is lower than the level of significance, the correlations between the two variables are significant.

Research findings indicated that the correlations between the dependent variable of "Employer branding" and independent variables of (1) Relationships with colleagues, (2) Interest at work, (3) Remuneration policy, (4) Knowledge application opportunities, (5) Career development opportunities are different from 1, no absolute correlations happened between dependent variable and independent variables and Sig. < 0.05, so the correlations between dependent variable and independent variables are significant. Simultaneously, the correlations between dependent variable and independent variables are positive, so these correlations are positive correlations. Therefore, it was possible to insert independent variables to the regression model to explain the variations in the dependent variable of employer branding.

4.4.2. Evaluating the appropriateness of the research model

Coefficient of determination $R^2 = 0.744$ different from 0 showed that the research model is appropriate. Adjusted $R^2 = 0.726$ lower than R^2, this coefficient is used to evaluate the appropriateness of the model more accurately because it does not exaggerate the appropriateness level of the model.

As such, about 72.6% of the variations in the employer branding can be explained by 5 independent variables in the model.

Table 6: *Evaluating the appropriateness of the research model*

Model	R	R^2	Adjusted R^2	Standard deviation	Durbin-Watson
1	0.737[a]	0.744	0.726	0.36875	1.852

(Source: Research findings of the authors)

F test was used in the Analysis of Variance. F = 54.256 of level of significance Sig. = 0.000 < 0.05. Therefore, the proposed linear regression model is appropriate with the data and is usable.

Table 7: *Evaluating the appropriateness of the research model*

ANOVA[a]						
Model		**Sum of squares**	**df**	**Means of squares**	**F**	**Sig.**
1	Regression	20.570	5	4.114	54.256	0.000[b]
	Residual	17.269	127	0.136		
	total	37.839	132			

(Source: Research findings of the authors)

4.4.3. Results of regression analysis and impact levels of each factor

The regression analysis results are presented in Table 8.

Multi-regression model:

EB = 1.102+ 0.310RC + 0.286IAW + 0.478RP + 0.296KAO + 0.193CDO + ε

The above equation shows that employer branding is positively affected by 5 factors: Relationships

Table 8: *Regression analysis results*

Coefficients[a]								
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Multicollinearity	
		B	ĐLC	Beta			Tolerance	VIF
1	(Constant)	1.102	0.241		4.570	0.000		
	RC	0.310	0.083	0.210	0.121	0.004	0.482	2.076
	IAW	0.286	0.050	0.266	1.119	0.045	0.783	1.278
	RP	0.478	0.056	0.462	8.575	0.000	0.755	1.325
	KAO	0.296	0.056	0.219	1.720	0.008	0.754	1.327
	CDO	0.193	0.063	0.176	1.494	0.038	0.505	1.979

(Source: Research findings of the authors)

with colleagues, Interest at work, Remuneration policy, Knowledge application opportunities, Career development opportunities.

Of these, Remuneration policy has the strongest influences on employer branding. It means that when other factors remain constant, an increase of 1 unit in remuneration policy results in an increase of 0.478 unit in employer branding.

The significance of partial regression coefficients in the model was evaluated via t-test with hypothesis H0 as the regression coefficient of dependent variables is 0. Hypothesis H0 hypothesizes that independent variables and dependent variables do not have linear relations. The results in Table 8 illustrate that t-test of 5 independent variables of Sig. < 0.05, including RC (0.004), IAW (0.045), RP (0.000), KAO (0.008), CDO (0.038). This means that it is safe to reject hypothesis H0 (the partial regression coefficient of the total is 0 with reliability of 95%).

As such, it can be concluded that: the hypotheses in the research model, including H1 (Relationships with colleagues), H2 (Interest at work), H3 (Remuneration policy), H4 (Knowledge application opportunities), H5 (Career development opportunities) are accepted.

With the 2 control variables of genders and age groups, the Test of Homogeneity of Variances with the level of significance Sig. = 0.786 > 0.05 show that the variances of employer branding between male and female do not have significant difference. All the same, ANOVA analysis with age groups also reveal level of significance Sig. = 0.321 > 0.05. So it can be concluded that there is no difference in employer branding between different age groups.

5. Proposals and recommendations

Research findings indicated that Remuneration policy has the biggest impact on employer branding with β3 of 0.478. This is absolutely reasonable as with many laborers, "economic benefits are the glue to attach laborers to employers". However, with small and medium enterprises, especially those operating in services and retails, to have good remuneration policy, it is necessary to take cautious considerations. These enterprises can seek a harmonious combination between financial incentives and non-financial incentive measures. There may be the combination between salaries, bonuses, allowances,

ISSN 1859-3666
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benefits and other spiritual incentives. Among these, financial incentive is the fundamental and important basis. It is necessary to offer remuneration in association with the tasks that laborers perform, with the capacities of laborers, with the achievements laborers have gains as well as with their loyalty and commitments to the companies. Enterprises may consider classifying laborers (based on such criteria as the scarcity and importance to the business area, etc.) to allocate budget appropriately so that the remuneration policy of the policy will be fair, appropriate with the enterprises' financial capacity, competitive and capable of attracting talented candidates in the labor market.

The second factors with quite big impacts on employer branding are Relationships with colleagues; Knowledge application opportunities and Interest at work with β of 0.310; 0.296 and 0.286 respectively.

As for Relationships with colleagues, along with financial incentive schemes, small and medium enterprises should have consistent policies in improving their working environment, come up with clear job descriptions, detailed and sufficient work assignment and empowerment to lay firm foundations for maintaining and developing relationships at work. Given diverse and complicated work, without clear and specific descriptions and empowerment, laborers may easily face difficulties when performing tasks as the tasks may become overlapped, which may in turn result in bad relationships - even conflicts - among employees, between employees and leaders. This is usually a common case in enterprises with small and medium business scales.

Besides the detailed and specific job descriptions, assignment and allocation, granting employees certain rights and power (autonomy) in their working process may enable them to apply their knowledge at work, share their knowledge with others, so that they can accumulate knowledge to apply what they learn from their work at the company for their future work.

With small and medium enterprises, as their number of laborers is not high, human resource management practices should pay attention to work design so that they can create diverse tasks with breadth. The diversity in the work helps to create work with good remuneration schemes and wealth. This is the foundation for laborers to enjoy good remuneration policies from enterprises. All the same, small and medium enterprises should be open to changing working styles and methods toward positivity as in small-scale businesses, changes and flexibility can be practiced more easily than in bigger-scale ones.

The last factor with positive correlation with Employer branding is Career development opportunities with β5 of 0.193. In practice, laborers always wish to have opportunities to develop their career. They invariably want to be recognized and have chances of promotion at work. Besides, laborers want to have opportunities for career development not only in their current enterprise but also in the future when they quit their jobs in that enterprise. They want to be attached to or work in enterprises which can bring them good career opportunities. Therefore, small and medium enterprises should work out clear career roadmaps with good opportunities for employees if they want to retain them.

Conclusion:

A study on factors affecting employer branding in Hanoi-based small and medium enterprises in the services and retails has helped to identify 5 factors with correlations with employer branding. The study also helps to evaluate the levels of impacts of each factor on employer branding of the enterprises. The findings indicate that Remuneration policy has the biggest influences, followed by Relationships with colleagues, Knowledge application opportunities, Interest at work and Career development opportunities. The research findings contribute to the system of measurement scales for factors affecting employer branding.

The study faces some limitations such as it used convenient sampling method and some control variables were not investigated such as business scales (micro, small, and medium). The study just identifies some factors affecting employer branding which can explain 72.6% of the variations in employer branding, other factors which may also affect employer branding were not investigated in this model (such as culture and communication, corporate social responsibility, etc.). These gaps suggest directions for the future research.◆

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Summary

Mục tiêu của nghiên cứu này nhằm nhận diện và đánh giá mức độ ảnh hưởng của các yếu tố đến thương hiệu nhà tuyển dụng của các doanh nghiệp nhỏ và vừa trên địa bàn thành phố Hà Nội. Số liệu được thu thập được từ 321 người lao động được tuyển dụng trong 5 năm trở lại đây (đến từ 95 doanh nghiệp nhỏ và vừa ở các ngành dịch vụ và thương mại bán lẻ). Độ tin cậy của thang đo được kiểm chứng bằng hệ số Cronbach's Alpha, phương pháp phân tích nhân tố EFA và phân tích hồi quy được sử dụng để tìm và đánh giá các yếu tố ảnh hưởng đến thương hiệu nhà tuyển dụng của các doanh nghiệp nhỏ và vừa trên địa bàn thành phố Hà Nội.

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