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# The Roles of Employer Branding on Talent Attraction: The Case of Sungroup Vietnam

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**Abstract**

The authors aim at investigating the roles of employer branding on talent attraction in company of emerging countries with the case of Sungroup Vietnam. By using questionnaires of 300 respondents, the paper found that attracting talent is essential since finding and hiring the right individuals is an essential part of any organization's business plan and directly affects the company's future success. Without the correct personnel, a company may experience issues with low production, poor decision-making, and uninspired staff. This decision was based on the role of corporate image in human resource management, the current situation of talent competition in the period of industrialization and modernization, and the current situation of human resource management at Sun Group Vietnam. Based on these findings, recommendations were proposed to enhance the impact of employer branding on talent acquisition within the firm.

**Keywords:** Talent Attraction, Employer Branding, Vietnam

## 1. Introduction

In order to thrive and progress, firms in emerging countries must not only rely on financial resources, technology investments, competitiveness in the market, and the management capabilities of their leaders, but also prioritize the attraction and retention of people through diverse tactics and human resource policies. The struggle for talent acquisition and retention can often be more fierce than the competition for market share or business strategy. Specifically, the competition may intensify due to the involvement of multinational corporations operating in transitional countries such as Vietnam, as the country's economy becomes more integrated into the global economy through its accession to the WTO. Without proactive efforts to recruit and engage an adequate number of human resources, Vietnamese companies will encounter numerous constraints in various domains, hindering their ability to survive and prosper in an increasingly fierce competitive environment. An organization requires various resources, including financial, material, technological, and human resources, in order to operate and expand consistently. Human resources are considered to be a vital asset, especially when their value has an impact on the success or failure of a commercial company. Each individual who has had various positions inside the organization is considered part of its human resources department. They play a crucial role in developing and publicizing the organization's benefits, serving as the driving force behind the association's tasks. Human resources (HR) are the essential and significant asset for every company, playing a crucial role in the success and growth of the

organization. Human resource management is a critical concern for companies due to the essential role that human resources play. Depending on the job's demands, both managers and employees in the human resources department must possess a basic comprehension of their responsibilities and collaborate effectively to achieve the organization's overarching objectives. The leader of the organization must possess the ability to motivate and rally the personnel in order to properly accomplish this goal. Cascio (2022) asserts that individuals are responsible for the management and establishment of organizations. Organizations are reliant on individuals, highlighting the importance of people in the development of an organization. The success or failure of a firm in the marketplace is influenced by factors such as technology, financial resources, and human capital. The competition between corporations is more intense than ever, especially in the global information economy. The veracity of the aforementioned statement has been substantiated by the triumph of several enterprises, and the acquisition of talent is an imperative task that every organization must fulfill. Nevertheless, the degree of success varies among each organization. Attracting brilliant individuals to work involves the task of locating skilled persons who satisfy the employer's standards. It is the process of seeking out potential applicants, meticulously choosing them, and monitoring their progress until they meet the requirements for the job opening. Hence, in order to dominate the market, organizations must allocate resources towards acquiring resilient and top-notch human capital. Exceptional individuals unite to create a pool of high-caliber human resources; these individuals possess skills that lead to extraordinary transformations, significant advancements in business, or a competitive edge over competitors. Businesses often develop their own strategies to attract and cultivate the necessary capabilities in order to acquire the human resources required to meet the needs.

## 2. Literature Review

### 2.1. Employer Branding

The job market is highly dynamic, with active participation from both businesses and job seekers. Developing an Employer Brand for businesses has a significant role in attracting a large pool of candidates and effectively identifying top-notch candidates during the recruitment process. Employer Brand refers to the overall impression that a business creates on others, encompassing factors such as the company's working environment and culture, which contribute to establishing a stronger connection between the firm and the community. The greater the size of a corporate brand, the more it will appeal to a bigger pool of people seeking employment at the company. Employer branding encompasses the marketing and communication tactics employed by organizations to raise public recognition, namely among potential job candidates. Dutta and Bhagat assert that the concept of employer branding emerged and developed in response to the increasingly fierce competition for attracting talented individuals. Presently, the employment market has undergone significant transformations, resulting in heightened competition not just among job seekers but also among enterprises. Candidates' employment requirements are increasingly being compared, with greater emphasis placed on employers with stronger brands. Internal employees will have limited access to job openings as they prioritize a workplace with a positive culture and ample prospects for advancement. According to Srivastava and Bhatnagar (2010), social values are of utmost importance for both existing employees and prospective hiring. Employers and employees aim to establish positive working relationships during the job search process to foster a sense of belonging within the organization. Employer branding encompasses significant financial and practical aspects. However, there is currently no set strategy for attracting highly skilled individuals. The lack of emphasis on employer engagement through different social media channels is apparent. External employer branding should be founded on the prospective benefits that firms can offer their employees in terms of the work environment and other professional connections. The development of Internal employer branding relies on antecedent and causal links. The underlying assumption is that employees must ensure they consistently provide valuable labor and actively support the long-term reputation of the organization as an employer. The employer's brand image generates a causal value that benefits both parties involved. Businesses have the option to select particular criteria to enhance the value of their external employer branding. Jeganathan, Greeshma, and Auxilia (2020) assess the whole concept of internal employer branding, emphasizing the importance of individual employee accountability and the enhancement of their skills to effectively accomplish job objectives within their respective roles. Employer branding should be closely linked to marketing, public relations, and market positioning. Employers can optimize cost savings and effectively engage with the desired applicants by strategically selecting a promotion channel. Simultaneously, it is imperative to align

with the objectives of the external market to ensure that the organization remains competitive and enhances its market position. Organizations are differentiating themselves from their competitors by cultivating an attractive employer brand in order to be seen as an enticing employer by both job seekers and employees. Research has examined the significance of employer brand attractiveness. The research conducted by Berthon et al. discovered that the elements contributing to the appeal of an employer brand consist of 26 measurable criteria, which are further categorized into 5 categories. The study also aims to investigate the influence of employer brand attractiveness on the behavior, attitude, and performance outcomes of employees within the firm. The service benefit chain model developed by Heskett et al. (1994) shows that internal service quality has a direct impact on employee satisfaction, leading to higher staff retention rates and increased productivity. When employees have a strong passion for their profession, they will exert their utmost effort, resulting in optimal work performance. This, in turn, will elevate the overall service quality of the business, effectively addressing the needs of clients. Employee performance refers to the manner in which employees carry out their work, meeting or surpassing the performance standards set by the organization. It involves performing tasks in a creative and spontaneous manner, going beyond what is required, collaborating with colleagues, safeguarding the organization from potential harm, and providing suggestions for enhancing and advancing the organization. Additionally, employees act as representatives of the organization when interacting with guests. Every firm compensates its employees with salaries and bonuses based on its financial resources and talent acquisition strategies. Salaries and bonuses are crucial for employees as they provide financial support for both individuals and their families. Additionally, they serve as a metric for evaluating an individual's achievements or shortcomings. Compensating employees with a low compensation does not result in cost savings for the firm. On the contrary, it leads to increased expenditure as employees tend to perform poorly.

*2.2. Talent attraction*

Employers should not only establish a favorable initial impression through an effective recruitment process, but also offer competitive compensation and welfare benefits to attract skilled candidates. It goes without saying that branding should provide applicants a better idea of the company's culture, reputation, major competitive advantages, and offerings. The retention of key personnel as well as the development and upkeep of employee morale fall within the purview of talent acquisition teams. Every company should take into account the organization's track record of hiring for these jobs. Make sure the company has anticipated these challenges for jobs where it has proved challenging to find talent so that the hiring and talent acquisition process runs smoothly. Your prospects of long-term acquisition of culturally fit people are maximized by matching HR talent acquisition goals with more general corporate goals. When evaluating various skill profiles, effective talent acquisition takes a lot of time and care. Although every business processes and acquires people in a different way, talent acquisition has historically been viewed as the most significant factor in determining corporate culture and long-term growth that is for the better.

Any firm must prioritize the challenge of attracting talent. Building a professional recruiting channel is necessary for companies to draw in applicants in general and good candidates in particular as the recruitment channel is seen as a bridge between candidates and employers. The recruiter must use an outstanding and scientific hiring procedure to further enhance the company's reputation after developing empathy with the prospect in the online round. According to Shukla, recruitment agencies must establish a personal connection with applicants during the initial stage of the hiring process. Examples include calling applicants to confirm their attendance for the interview and sending a polite email to confirm that they will be there, as well as starting the interview promptly. When contacting qualified applicants, these straightforward tasks will help employers and organizations project a more somber image, which will increase the likelihood that they will accept offers to contribute to the firm. Employers must not only make a strong first impression with a competent recruiting procedure but also provide competitive pay and welfare benefits to entice qualified applicants.

*2.3. Conceptual model and hypothesis development*

A person's choice of a certain company is indicated by their decision to apply for a job. The internal elements of employees, such as Sincerity, joy, enthusiasm, competence, and toughness, are associated to symbolic traits.

2.3.1. Hypothesis development

Many HR professionals have to put in a lot of effort to evaluate the advantages, disadvantages, and genuine distinctions in their employer brand.

*H1: Employer Brand positively affects applicants' decisions to apply for a job in Sun Group VN*

People with talents in an organization are individuals that have a strong knowledge base, creative ideas, and solutions, which greatly aid in the process of generating advantages for the company. In addition, they are individuals that can inspire other workers inside the company, have a clear vision, and have the capacity to lead. Finding talented people who meet an organization's demands and any labor standards is a process called talent acquisition. One of the aspects of the company's talent acquisition strategy that requires the greatest attention is how employees are given a pay that is deserving and in line with the company's standards.

This improves their loyalty to the organization and demonstrates that the business always has their best interests in mind. Many organizations additionally implement policies like gift cards and discount vouchers to workers who utilize the company's services and goods in addition to these essential costs. It is difficult to neglect mentioning the execution of training programs, promoting professional work and skills for employees in order to have a successful policy to attract talent for organizations.

*H2: Instrumental attributes are positively related to perceptions of applicants on Employer Branding*

One of the things that draws people to an organization, keeps them there, and inspires them to work hard to provide as much value as they can to the enterprise is the work environment. Building a tidy, cozy, welcoming, well-designed workplace boosts staff morale and productivity. Training and development programs for employees require the optimum working atmosphere (Herzberg, 2017).

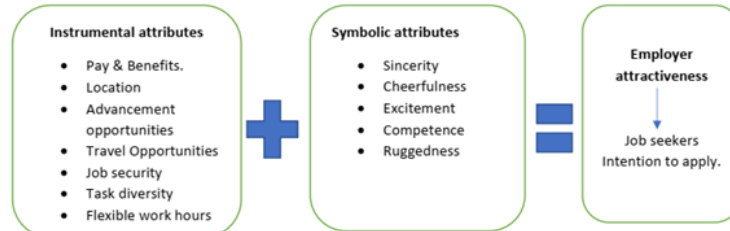*H3: Symbolic attributes are positively related to perceptions of applicants on Employer Branding.*



Figure 1: Employer attractiveness
*Source: Compiled by author*

## 3. Research Methodology

The philosophical approach entails questioning other people's viewpoints, and there are many discussions on pretty much everything. The foundation of the conventional philosophical approach is using numerous lenses through which to see reality. People were traditionally chosen using a distinct philosophical approach based on who you knew or who was first in line under the former employment system, according to how the selection process has traditionally been presented. The selection process is prejudiced and undervalues the applicant, thus there is a high danger of choosing the incorrect individual under that philosophical framework.

Before making a final choice, it is important to consider the notion that a person should be chosen based on their aptitudes, competencies, and performance for the specific position. This wider range of personal practice has been reflected in the evaluation of this idea. When line managers used to meet with employees annually and complete the necessary form, performance reviews were a relatively simple task for managers to complete because it was so routine. The notion of the assessment process has been accorded significant weight in this regard by the appropriate authorities.

The primary tenet of this notion is to analyze employees' performance in order to determine if they are performing their tasks correctly, whether they require more training, and whether they require any development assessments

in order to perform better. The findings of this study essentially contain additional traits common to the entire population. The research participants, who represent various objectives in their search for a reliable service provider, are merged into the overview parts. Implementation of the research design is equally useless if resources and data accessibility are inaccessible.

To complete the research paper through 8 steps:

Step 1: First, determine what the issue is. The first step is to identify an issue or create a research topic. The researcher is guided by a well stated problem through every step of the research process, from goal formulation through technique selection.

Step 2: Analyze the overall research findings. For the research process to be successful, relevant studies must be thoroughly reviewed. It enables the researcher to pinpoint the precise elements of the issue. The investigator or researcher has to understand more about the issue after it has been identified. It gives the researcher access to earlier studies, details on how they were carried out, and their findings. Through a literature review, researchers may create consistency between their own work and other works. Such an evaluation enables the researcher to access a larger body of information and enhances his ability to efficiently oversee the study procedure.

Step 3: Construct an assertion. A researcher has to be an expert in their subject in order to formulate a hypothesis. The foundation of the hypothesis should be the study subject, which is a crucial consideration for researchers. As they create theories to direct their work, researchers may concentrate their efforts and remain dedicated to their objectives.

Step 4: Create the study. The strategy for achieving the goals and responding to the study questions is called the research design. It describes where to get pertinent information. Its objective is to plan research to answer research questions, test hypotheses, and offer guidance on making decisions. The goal of study design is to reduce the amount of time, money, and effort needed to collect useful data.

Step 5: Describe the pattern. Research studies frequently focus on a certain population, a facility, or how technology is applied in industry. The phrase «population» in research refers to this subject matter. The research group is defined in part by its topic and goal.

Step 6: Collect data. In order to get the knowledge or information required to address the research challenge, data collecting is crucial. Every study gathers information, either from the literature or the subjects. There are two types of researchers from whose data must be gathered. These sources can offer first-hand information. The author used 300 research samples to gather financial report data for this study.

Step 7: Analyze the data. The data analysis is planned by the researcher as part of the study design process. The researcher evaluates the data after gathering it. In this stage, the data is compared to the strategy. Review and reporting of the study findings is done. In this phase, the author performed statistical analysis, regression analysis, and a multicollinearity test on the acquired data using the SPSS program.

Step 8: Write the report. After completing these steps, the researcher must prepare a report detailing his or her findings.

The model of this research is developed below:

*H1: Employer Brand positively affects applicants' decisions to apply for a job in Sun Group VN*
*H2: Instrumental attributes are positively related to perceptions of applicants on Employer Branding*
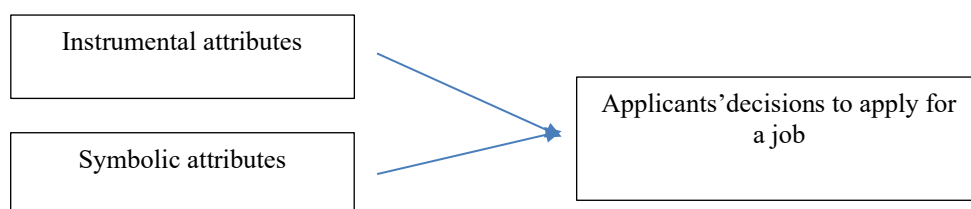*H3: Symbolic attributes are positively related to perceptions of applicants on.*



Figure 2: Conceptual framework
*Source: Fombrun et al., 2000; Highhouse et al., 2003*

Research subjects are employees working at Sun Group. The researcher conducted an approach to collect a total of 300 targeted survey samples. The survey aims to bring information and data for research. The researcher collects

information through the Google Form application. The researcher then proceeds to filter and arrange the data in accordance with the research. Data was collected at Sun Group Vietnam by building a questionnaire on Google Form and sent to employees who are working at Sun Group during the research period and have signed official labor contracts of Sun Group via email. As a result, 300 research samples were obtained. A quantitative research approach was adopted for the study. The researcher enters the data into the SPSS program when it has been entirely collected in order to examine and assess the outcomes of the research model. The efficiency of the research paradigm is then tested by the researcher.

Legitimacy was characterized by Roberts and Cleric (2006) as the social affair of information that is suitable for the estimating instrument's planned application. A researcher's conclusions must be relevant, significant, accurate, and valuable in order to be considered valid. When creating or choosing a research instrument for analysis, validity is a crucial concept to take into account. The degree to which a survey or research scale assesses what it is intended to measure is referred to as its validity. A kind of subjective worth called content worth surveys whether the articulations in the estimating device precisely portray the event that is being evaluated. In order to confirm the validity of the material, a Like-scale questionnaire was used to gauge the participants' opinions about the survey's content. At the end of the day, steadfastness is how much a similar examination instrument is more than once used to yield similar outcomes under expected consistent conditions. A critical component in guaranteeing the review's discoveries are solid is the estimation gadget's trustworthiness. A gathering of educators with similar qualities as the examination members directed the poll for this review. A Cronbachs' alpha worth of 0.7 or higher is a mark of the interior consistency of the scale. Therefore, the researcher ensures the confidentiality of information for the researchers. The researcher also warrants that the research data and information is for research purposes only.

**4. Analysis**

Table 1: Descriptive statistic

| Descriptive Statistics | | | | | | |
|---|---|---|---|---|---|---|
| Question | | N | Minimum | Maximum | Mean | Std. Deviation |
| The company has excellent welfare system for staffs | IA1 | 300 | 0 | 5 | 3,37 | 1,145 |
| The company gives competitive working salary | IA2 | 300 | 1 | 5 | 3,24 | 1,084 |
| The company give competitive benefits | IA3 | 300 | 0 | 5 | 3,25 | 1,125 |
| The company provides flexible work hours | IA4 | 300 | 0 | 5 | 3,13 | 1,085 |
| The company provides task diversity | IA5 | 300 | 1 | 5 | 3,12 | 1,222 |
| The company provides job security | IA6 | 300 | 0 | 5 | 3,32 | 1,229 |
| The company provides travel opportunities | IA7 | 300 | 0 | 5 | 3,15 | 1,209 |
| The company offers advancement opportunities | IA8 | 300 | 1 | 5 | 3,2 | 1,142 |
| an office environment where innovative and creativity are encouraged and valued | SA1 | 300 | 1 | 5 | 3,44 | 0,925 |
| an office environment where capabilities are valued and encouraged | SA2 | 300 | 2 | 5 | 3,61 | 1,078 |
| an office environment which is lively, performance-driven and result-oriented | SA3 | 300 | 1 | 5 | 3,38 | 1,029 |

| | | | | | | |
|---|---|---|---|---|---|---|
| an office environment that is open, friendly and sincere where honesty is emphasized | SA4 | 300 | 1 | 5 | 3,42 | 0,824 |
| an office environment where the values of being trendy, classy or having charming style are treasured | SA5 | 300 | 1 | 5 | 3,39 | 1,164 |
| The applicant's intention to apply to the company if they are offered | DA1 | 300 | 1 | 5 | 3,1 | 0,915 |
| The applicant's intention to accept the job if offered, | DA2 | 300 | 1 | 5 | 3,22 | 0,97 |
| The applicant's attraction level to work for the company | DA3 | 300 | 1 | 5 | 3,28 | 0,998 |
| The applicant's knowledge about the company that makes them interested or disinterested | DA4 | 300 | 1 | 5 | 3,19 | 0,983 |
| Valid N (listwise) | | 300 | | | | |

*Source: Compiled by author*

### 4.1. Cronbach's alpha

The deliberate variable fulfills the necessities if the complete variable's amended thing absolute connection is under 0.3, as indicated by Bonett and Wright's (2014) Cronbach alpha test principles. The Segment Rectified - All Out-Connection coefficient shows the connection between the noticed variable and different factors on the scale, the nearer the connection between the noticed variable and different factors, the better.

  Cronbach's Alpha coefficient value level:

    From 0.8 to close to 1: very good scale.

    From 0.7 to close to 0.8: good usability scale.

    From 0.6 and above: qualifying scale.

As per Taber. While playing out Cronbach's Alpha examination for a component, in the event that the Cronbach's Alpha coefficient of the gathering is under 0.6 and no factor in the gathering has Cronbach's Alpha, in the event that the Thing Erased variable is more prominent than 0.6, it ought to be thought of. eliminate all variables.

Table 2: Cronbach's alpha of "Instrumental attributes"

| Reliability Statistics | |
|---|---|
| Cronbach's Alpha | N of Items |
| 0,736 | 8 |

| Item-Total Statistics | | | | |
|---|---|---|---|---|
| | Deleted Item Scale Mean | Scale Variance if Item Is Removed | Corrected Item-Total Correlation | Cronbach's Alpha if the item is removed |
| IA1 | 22,42 | 22,586 | 0,563 | 0,682 |
| IA2 | 22,55 | 22,342 | 0,635 | 0,67 |
| IA3 | 22,54 | 21,761 | 0,666 | 0,661 |
| IA4 | 22,66 | 22,519 | 0,614 | 0,674 |

| | | | | |
|---|---|---|---|---|
| IA5 | 22,67 | 24,45 | 0,337 | 0,728 |
| IA6 | 22,47 | 25,521 | 0,241 | 0,747 |
| IA7 | 22,64 | 25,242 | 0,273 | 0,74 |
| IA8 | 22,59 | 26,39 | 0,198 | 0,751 |

*Source: Compiled by author*

The Cronbach's alpha value is 0.736, which is greater than 0.6. However, the "Cronbach's Alpha if Item Deleted" value of the variables IA6, IA7 and IA8 is larger than the Cronbach's alpha value. Therefore, the author will use 5 variables: IA1, IA2, IA3, IA4, IA5 for performing exploratory factor analysis.

Table 2: Cronbach's alpha of "Symbolic attributes"

| Statistics on Reliability | | | | |
|---|---|---|---|---|
| Cronbach's Alpha | | N of Items | | |
| 0,77 | | 5 | | |
| Statistics for Item-Total | | | | |
| | Deleted Item Scale Mean | Scale Variance if Item Is Removed | Corrected Item-Total Correlation | Cronbach's Alpha if the item is removed |
| SA1 | 13,8 | 8,754 | 0,676 | 0,685 |
| SA2 | 13,63 | 7,96 | 0,689 | 0,672 |
| SA3 | 13,86 | 8,179 | 0,692 | 0,673 |
| SA4 | 13,82 | 9,537 | 0,607 | 0,714 |
| SA5 | 13,85 | 10,607 | 0,177 | 0,861 |

*Source: Compiled by author*

The Cronbach's alpha value is 0.736, which is greater than 0.6. However, the "Cronbach's Alpha if Item Deleted" value of the variables SA5 is larger than the Cronbach's alpha value. Therefore, the author will use 5 variables: SA1, SA2, SA3, SA4 for performing exploratory factor analysis.

Table 3: Cronbach's alpha of "Decision to apply for job"

| Statistics on Reliability | |
|---|---|
| Cronbach's Alpha | N of Items |
| 0,959 | 4 |

| Statistics for Item-Total | | | | |
|---|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| DA1 | 9,69 | 7,907 | 0,889 | 0,949 |
| DA2 | 9,57 | 7,644 | 0,882 | 0,951 |
| DA3 | 9,51 | 7,428 | 0,899 | 0,946 |

| DA4 | 9,59 | 7,399 | 0,927 | 0,937 |
|---|---|---|---|---|

*Source: Compiled by author*

The Cronbach's alpha value is 0.959, which is greater than 0.6 and Cronbach's Alpha if Item Deleted is less than Cronbach's alpha. Therefore, all these variables are reliable.

### 4.2. Exploratory factor analysis

Koyuncu and Klç assert that EFA produces results that may be broken down into fewer parts while still being able to explain a respectable portion of the overall variation. Bartlett's test statistic should be adequate to provide p-values less than or equal to 0.05, and the expected KMO should not be less than 0.5. Next, Spindle Calculus and Promax Rotation Technique are utilized.

In addition, each item of a selected component must meet a minimum load factor related requirement set at 0.5 (Knekta et al., 2019).

Table 4: First Rotated Component Matrix

| Rotated Component Matrix | | | |
|---|---|---|---|
| | Component | | |
| | 1 | 2 | 3 |
| IA1 | | 0,751 | |
| IA2 | | 0,824 | |
| IA3 | | 0,802 | |
| IA4 | | 0,787 | |
| IA5 | | | |
| SA1 | | | 0,801 |
| SA2 | | | 0,819 |
| SA3 | | | 0,721 |
| SA4 | | | 0,7 |
| DA1 | 0,825 | | |
| DA2 | 0,829 | | |
| DA3 | 0,845 | | |
| DA4 | 0,878 | | |
| Extraction Method: Principal Component Analysis. | | | |
| Rotation Method: Varimax with Kaiser Normalization. | | | |
| Rotation converged in 6 iterations. | | | |

*Source: Compiled by author*

When performing Exploratory factor analysis with the above variables, the IA5 variable is not satisfied. Therefore, the author removed this variable and performed the Exploratory factor analysis again. The following results:

Table 5: KMO and Bartlett's Test

| KMO and Bartlett's Test | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | 0,896 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2929,886 |
| | df | 66 |
| | Sig. | 0,00 |

*Source: Compiled by author*

The model has a high fit with the sample data shown by the relatively high KMO = 0.896 > 0.6 coefficient, which proves that this model has practical significance and can apply this analysis result in practice. Barlett's test of sphericity (SigF), used to test the correlation between observed variables, reached 0.000, which is extremely low compared to the 5% significance level. As a result, there is a strong correlation between the model variables.

Table 6: Total variance explained

| 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 | 6,569 | 54,738 | 54,738 | 6,569 | 54,738 | 54,738 | 3,327 | 27,723 | 27,723 |
| 2 | 1,745 | 14,542 | 69,28 | 1,745 | 14,542 | 69,28 | 3,051 | 25,421 | 53,145 |
| 3 | 1,04 | 8,665 | 77,945 | 1,04 | 8,665 | 77,945 | 2,976 | 24,801 | 77,945 |
| 4 | 0,606 | 5,049 | 82,995 | | | | | | |
| 5 | 0,432 | 3,603 | 86,598 | | | | | | |
| 6 | 0,406 | 3,381 | 89,979 | | | | | | |
| 7 | 0,329 | 2,745 | 92,724 | | | | | | |
| 8 | 0,293 | 2,441 | 95,166 | | | | | | |
| 9 | 0,182 | 1,518 | 96,683 | | | | | | |
| 10 | 0,16 | 1,335 | 98,018 | | | | | | |
| 11 | 0,149 | 1,24 | 99,258 | | | | | | |
| 12 | 0,089 | 0,742 | 100 | | | | | | |
| Extraction Method: Principal Component Analysis. | | | | | | | | | |

*Source: Compiled by author*

When the total variance obtained from the model is greater than required (50%), as is the case when Eigenvalues > 1, the model is approved. Extracted variables account for 77.945% of observed variables.

Table 7: Rotated Component Matrix

| Rotated Component Matrix |
|---|

| | Component | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| IA1 | | 0,776 | |
| IA2 | | 0,843 | |
| IA3 | | 0,804 | |
| IA4 | | 0,792 | |
| SA1 | | | 0,825 |
| SA2 | | | 0,858 |
| SA3 | | | 0,751 |
| SA4 | | | 0,708 |
| DA1 | 0,83 | | |
| DA2 | 0,831 | | |
| DA3 | 0,825 | | |
| DA4 | 0,881 | | |
| Extraction Method: Principal Component Analysis. | | | |
| Rotation Method: Varimax with Kaiser Normalization. | | | |
| Rotation converged in 5 iterations. | | | |

*Source: Compilated by author*

The table "Rotated component matrix" shows that the variables are divided into 3 groups including: IA (IA1, IA2, IA3), SA (SA1, SA2, SA3), DA (DA1, DA2, DA3). Since it depends on the covariance approach, Pearson connection is viewed as the most effective way to decide the connection between factors of interest. It offers subtleties on the meaning of the association, or connection, as well as the relationship's course.

Table 8: Pearson correlation

| Correlations | | | | |
|---|---|---|---|---|
| | | IA | SA | DA |
| IA | Pearson Correlation | 1 | ,402** | ,568** |
| | Sig. (2-tailed) | | 0 | 0 |
| | N | 300 | 300 | 300 |
| SA | Pearson Correlation | ,402** | 1 | ,633** |
| | Sig. (2-tailed) | 0 | | 0 |
| | N | 300 | 300 | 300 |
| DA | Pearson Correlation | ,568** | ,633** | 1 |
| | Sig. (2-tailed) | 0 | 0 | |
| | N | 300 | 300 | 300 |

| ** Correlation is significant at the 0.01 level (2-tailed). |
|---|

The coefficient estimates of the multiple regression in this situation might be unpredictable in reaction to little modifications in the model or data. At the point when the relapse model displays multicollinearity, a few markers might be in the mistaken succession, delivering the finishes of the quantitative examination unimportant. As per Ali (2010), the shortfall of multicollinearity in the model is shown when the autocorrelation coefficient between the factors is between - 0.7 and 0.7.

*4.3. Regression results*

Table 10: Model summary

| Model Summary | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | ,720a | 0,518 | 0,515 | 0,63567 | 1,89 |

R squared is a proportion of the integrity of spasm of a model, however changed R squared has a fairly unique importance since the changed R squared doesn't necessarily rise when we incorporate extra free factors into the model. Thus, the adjusted R-squared is all the more habitually used since it all the more precisely shows how well the relapse model fits the information (Karch, 2019). The independent elements might represent 51.8% of their effect on the reliant variable, as indicated by the changed R-squared worth of 0.518.

Table 9: ANOVA table

| ANOVA | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 128,886 | 2 | 64,443 | 159,482 | ,000b |
| | Residual | 120,011 | 297 | 0,404 | | |
| | Total | 248,897 | 299 | | | |

**F test**: This index is used to check if the model has an independent variable that can affect the dependent variable. Hypothesis:
  Ho: b1 = b2 = 0
  H1: bj # 0

As indicated by the ANOVA table, the P Worth of the F-test is 0.000, which is less than the significance level of 0.05. Subsequently, H0 is dismissed and Ha is acknowledged. In this manner, the model exists somewhere around one variable that can influence the reliant factors.

Table 10: Coefficient

| Coefficients | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |

| 1 | (Constant) | 0,174 | 0,174 | | 0,999 | 0,32 |
|---|---|---|---|---|---|---|
| | Instrumental attributes (IA) | 0,35 | 0,041 | 0,374 | 8,494 | 0,00 |
| | Symbolic attributes (SA) | 0,541 | 0,049 | 0,483 | 10,967 | 0,00 |

*Source: Compiled by author*

**T test**: T-test is used to test whether each independent variable can affect the dependent variable. Hypothesis:
Ho: bj = 0
H1: bj # 0

The consequences of the relapse model show that every one of the five factors has Sig esteems under 5% factual importance. Subsequently, it is feasible to dismiss H0 and acknowledge Ha. In this way, each of the 2 factors essentially affect the reliant variable. The regression coefficient of "Instrumental attributes" is 0.35 and the regression coefficient of "Symbolic attributes" is 0.541, showing a positive impact of these two variables on Decision to apply for job.

Table 13: Hypothesis testing

| Hypothesis | Impact |
|---|---|
| H1:  Employer Brand positively affects applicants' decisions to apply for a job in Sun Group VN | Positive impact, through interviews with experts at Sun Group |
| H2: Instrumental attributes are positively related to perceptions of applicants on Employer Branding | Positive (Beta = 0.35, P-value = 0.00) |
| H3: Symbolic attributes are positively related to perceptions of applicants on Employer Branding. | Positive (Beta = 0.541, P-value = 0.00) |

*Source: Compiled by author*

The formula of regression:
Decision to apply for a job = 0,174 + 0,35 * Instrumental attributes + 0,541 * Symbolic attributes

The regression coefficient of "Instrumental attributes" is 0.35, showing that Instrumental attributes have a positive impact on Decision to apply for a job. When businesses improve "Instrumental attributes," Decision to apply for a job will increase 0.35 and vice versa.

The regression coefficient of "Symbolic attributes" is 0.541, showing that Instrumental attributes have a positive impact on Decision to apply for a job. When businesses improve "Symbolic attributes," Decision to apply for a job will increase 0.541 and vice versa.

## 5. Discussion of Finding

Recruitment is the phase in which firms publish job adverts to entice prospective candidates. Selection is the subsequent stage following recruitment, encompassing the activities of conducting interviews, making choices, and implementing a probationary period. This study demonstrates the significance of both instrumental traits and symbolic attributes in influencing the decision to apply for employment at Sun Group. The attributes of a firm that can facilitate the recruiting of talented individuals include: The Company provides exceptional employee benefits, offers competitive compensation, flexible working hours, a diverse range of duties, job security, and travel opportunities, all of which contribute to creating prospects for career progression.

Acquiring and maintaining highly skilled employees is crucial for attaining a competitive edge in any firm, as human resources play a vital role in establishing a company's competitive advantage. Given the strategic importance of corporate image in improving competitive advantage, certain firms are consistently seeking novel methods to boost their image. Nevertheless, the growing need for highly skilled individuals in the knowledge

economy has led to a more unrestricted movement of personnel. While scholars have debated the potential benefits of implementing a deliberate and widely shared set of best practices in human resource management, there is less empirical research examining the impact of such practices on employer branding and candidate attraction.

The findings suggest that an individual's attitude and desire towards a company are important factors in predicting their intention to apply for a job. Furthermore, it was shown that the ability to attract job seekers was greatly influenced by the employer's and corporate image. Nevertheless, the results suggest that the market image has minimal or negligible impact on attracting job applications. The objective of this study is to enhance applicant attraction with the goal of enhancing staff recruiting from a pragmatic perspective.

**6. Conclusion and Recommendation**

The paper aims to examine the relationship between an organization's corporate image and job seekers' propensity to apply by evaluating the level of human-organizational fit. The researcher conducts a thorough examination of the relationship between business image and people-organization fit. The Sun Group workforce is part of the intended audience. The study included data about authentic employment prospects gathered from 300 individuals. The results indicate a direct relationship between the reputation of a firm and the intention to apply for a job, as well as the alignment between an individual and the organization. Additionally, the study shows that recruitment messages that include detailed information reinforce this finding. The study's findings clearly demonstrate the significant importance of firm reputation in understanding the attraction stage of the recruitment process. Consequently, those looking for employment are more likely to apply for jobs at companies that have a positive reputation. Companies should recognize that their corporate image has a positive impact on employment selection decisions, which in turn helps recruit more highly skilled applicants. Therefore, companies should make deliberate attempts to improve this aspect. In order to attract clients, Sun Group should consider how job advertisements and other recruitment techniques contribute to the company's image, and how this image subsequently impacts the company's reputation. Skilled job seekers looking for jobs. Many individuals frequently desire to get employed by prominent and well-known firms. For inexperienced applicants, companies such as Sun Group offer valuable opportunities to acquire practical knowledge and prepare for their careers. For candidates with extensive job experience, this is a chance to showcase their value in the labor market. The worth of an employee after three years of service with the company will vary from the cost of a new employee in the role of an apprentice. Candidates continue to strive to work for renowned corporations such as Sun Group due to the reputation associated with these organizations.

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