Employer brand attractiveness, brand value experience, and applicants' intention to apply: The moderating role of social media

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ABSTRACT
Research on the factors influencing candidates' application intentions, aimed at helping businesses develop effective strategies for attracting and retaining talent, has become a topic of *particular interest* among researchers and human resource managers. This study examines the relationship between the *level of employer brand attractiveness*, brand value experience, and application intention, while also assessing the *moderating effect* of social media. The hypotheses are developed based on the affect infusion model and *empirical findings from previous related studies*. Data were collected through a survey of 345 final-year students majoring in business and management at several major universities in Ho Chi Minh City, focusing on their evaluations of the organizations where they had completed internships. These participants were chosen because they represent a segment of future job applicants with direct, recent exposure to employer branding efforts through internship programs. The data analysis, *using a structural equation modeling approach with the partial least squares method*, confirms the *reliability of the measurement scales, along with the convergent and discriminant validity of the measured variables*. The results also show that the five components of employer brand attractiveness, namely interest value, social value, economic value, development value, and cooperation value, positively influence the *employer brand value experience*, which in turn *has a positive impact on candidates' application intentions*. In addition, social media not only *directly affects* application intention but also *plays a positive moderating role* in the relationship between brand value experience and application intention. Based on these findings, the study proposes *key managerial implications* to help businesses attract *potential candidates, especially recent graduates*, through *employer branding strategies, enhancing the quality of students' internship experiences* , and *optimizing the effectiveness of social media channels*.
Key words: Employer brand attractiveness, brand value experience, applicants' intention to apply, social media

INTRODUCTION

In the context of rapid technological development and the continuous changes in society, the quality of human resources plays a key role in an organization's success[1]. Selecting suitable personnel not only helps businesses adapt to the trend of globalization but also maintain sustainable competitive advantages[2]. Especially, in today's dynamic business environment, where innovation and the ability to adapt quickly have become critical for survival, developing an effective recruitment strategy is a prerequisite for ensuring the long-term growth of organizations. Consequently, research on job application intentions has garnered increasing attention from both scholars and practitioners, as it provides a scientific foundation for formulating appropriate human resource policies and supports businesses in attracting top talent more effectively. However, reality shows that final-year students—the young workforce preparing to enter the labor market—are facing numerous challenges in

their job search process. According to data from the Training Support and Human Resource Supply Center of the Ministry of Education and Training, more than 400,000 graduates enter the job market each year, but nearly 20% of them remain unemployed, primarily due to a lack of experience and practical skills[3]. Key factors influencing students' job application decisions include employer reputation, salary and benefits, work environment, corporate vision, and corporate social responsibility[4]. Among these factors, employer branding plays a crucial role in attracting young candidates[5], especially recent graduates[4].

An overview of existing literature on application intentions reveals two main research directions. First, the focus of research centers on the relationship between employer branding, media, and application intentions. Specifically, studies have highlighted the influence of employer branding on application intentions[6,7]; clarified the significant mediating role of social media in the relationship between employer

branding and application intentions[8]; analyzed the impact of corporate reputation[1], as well as the strategic combination of corporate reputation and recruitment website platforms[9]. In addition, some studies have delved deeper into the impact of social media and online reviews on application intentions[10], evaluated the combination of e-recruitment and employer branding strategies[11], and examined the mediating role of employer branding in linking the credibility of information sources with application intentions[12]. Second, studies focus on the relationship between the attractiveness of employer brands and application intentions. Specifically, several studies have analyzed the correlation between the attractiveness of employer brands and application intentions[13]; the mediating role of corporate reputation in this relationship[14], as well as the moderating impact of social media usage[15]. Notably, some studies have also addressed the combined influence of employer attractiveness, corporate reputation, and the use of social media on job application intentions[16].

The findings from these studies have contributed to providing in-depth insights into the factors influencing application intentions. However, two significant research gaps still need to be clarified. First, most current studies focus on the factor of corporate reputation, which is measured by stakeholders' general perceptions of the company's prestige and image based on its operational history, core values, business ethics, and performance. However, no research has comprehensively evaluated the role of candidate brand experience in bridging the gap between employer brand attractiveness and application intentions. Second, although social media is often considered a direct or mediating factor, its role in enhancing positive brand experiences from the candidates' perspective has not been thoroughly investigated.

This research gap is noteworthy because final-year students represent a distinctive group in the labor market. They do not only consider salary but also take into account various factors such as the work environment, career development opportunities, and the employer's brand value. Moreover, in the digital age, social media has become a crucial source of information, significantly influencing students' job application decisions. However, there remains a lack of in-depth studies on how social media shapes students' perceptions of employer branding and how this, in turn, affects their intention to apply. Therefore, this study aims to clarify the role of employer brand experience through students' perceptions in the relationship between employer brand attractiveness and application intentions. Additionally, the study also examines the moderating role of social media in strengthening the relationship between brand experience and application intentions.

Following the introduction, the paper is organized into four subsequent sections: Section 2 presents the theoretical framework and hypothesis development, Section 3 elaborates on the research design, and Section 4 reports and discusses the research findings. Finally, Section 5 summarizes the conclusions, implications, and limitations of the study.

THEORETICAL BASIS AND HYPOTHESIS DEVELOPMENT

The affect infusion model

The relationship between employer brand attractiveness, employer brand value experience (EB), and intention to apply (IA) in this study is built upon the theoretical foundation of the affect infusion model[17]. According to this model, an individual's emotions, specifically their perception of employer brand attractiveness, positively influence their attitude, which in this context refers to the EB. This positive attitude will, in turn, lead to the individual's response or behavior, specifically their IA. More specifically, if candidates find an employer brand attractive, they are more likely to have a positive experience with the brand's value, thereby increasing the likelihood of their decision to apply.

Employer Brand Attractiveness

A key competitive advantage of employer brand attractiveness is its ability to selectively target specific audiences, thereby attracting top talent and enhancing recruitment effectiveness[18]. This attractiveness represents the benefits that potential candidates perceive when considering employment at a particular organization. The more attractive the employer brand, the higher its perceived value in the minds of candidates.

This attractiveness is considered a multidimensional construct. Kucherov and Zavyalova[19] suggest that it reflects the essence of qualitative characteristics that help attract the target audience. These characteristics are often conveyed through a positive image and a combination of tangible (economic) and intangible (psychological, symbolic) advantages, creating differentiation in the labor market. Ehrhart and Ziegert[20] define employer attractiveness as the benefits that candidates perceive from a job, meaning that an organization becomes more attractive when it creates an ideal working environment for them. Berthon et al.[15] further add that it encompasses the expected

benefits employees receive when working for an organization. Based on this perspective, the authors have developed and validated a multi-item scale, identifying five dimensions of employer brand attractiveness: interest value (IV), social value (SV), economic value (EV), development value (DV), and cooperation value (CV). To be more specific, IV reflects the appeal of a creative and exciting work environment, SV emphasizes bonding and teamwork, EV is associated with income, benefits, and promotion opportunities, DV highlights career growth and future orientation, and CV represents opportunities to apply knowledge, mentor others, and work in a friendly, customer-centric environment. This perspective is supported by various authors [1,13,15] and is applied in this study.

Brand experience and the attractiveness of the employer brand

The employer brand is a long-term strategy aimed at managing the information and perceptions of both current employees and potential candidates about the organization [21]. Therefore, brand building should focus on positioning the organization, creating a positive image, and promoting an ideal working environment. The EB relates to the sensory impacts that the brand delivers through the actual work environment, thereby shaping the work experience [22]. Fernandez-Lores et al. [23] identified three key aspects of the EB: (1) sensory experience in the workplace, (2) emotional experience when performing tasks, and (3) employer brand value experience (EB). Among these, candidates primarily evaluate the EB aspect, which is the focus of this study. This aspect reflects candidates' perceptions of the brand's values and messages, shaped through advertising, communication, or real-life experiences.

An attractive employer brand will draw more candidates and create a positive experience as they learn about and interact with the company. When the employer brand is highly regarded, candidates tend to have a more favorable perception of the company and the values it represents. This leads to a better experience throughout the recruitment process, interviews, and interactions with current employees. While previous research has shown that factors of brand attractiveness (including five components: IV, SV, EV, DV, and CV) positively influence corporate reputation [1,13,15], this study expands by examining EB instead of focusing solely on corporate reputation. Therefore, the following hypotheses regarding the relationship between aspects of employer brand attractiveness and brand experience are proposed:

H1a: IV positively impacts the candidate's EB.
H1b: SV positively impacts the candidate's EB.
H1c: EV positively impacts the candidate's EB.
H1d: DV positively impacts the candidate's EB.
H1e: CV positively impacts the candidate's EB.

Intention to apply and employer brand value experience

IA is the process by which candidates express interest in joining a company [11]. It is a personal desire that reflects the willingness to take actions related to job opportunities [24]. Fasih and Ryan [2] emphasize that IA reflects personal preferences regarding applying for jobs, pursuing employment, and accepting job offers.

A strong employer brand often signals to job seekers that the company is an ideal workplace, offering a supportive and inclusive culture, favorable working conditions, as well as opportunities for growth and advancement [15]. Conversely, a weak or negative employer brand can discourage job seekers and reduce their motivation to apply [25]. Therefore, companies need to develop and sustain a compelling, favorable employer brand to draw in and keep top talent, which plays a crucial role in the company's overall success. This goal can be accomplished through different strategies, including designing an interactive company website, highlighting employee testimonials and success stories, and proactively fostering diversity, equity, and inclusion initiatives. These activities help candidates assess their experience with the brand's values. From this, the following hypothesis is proposed:

H2: EB positively influences candidates' IA.

The role of social media

Social media (SM) plays an important role in building a consistent brand image and attracting candidates who align with the company's values and culture [15]. Its interactive nature allows companies not only to broadcast their message but also to engage in two-way communication with potential candidates, fostering a sense of connection and authenticity. Through these platforms, employers can reach potential candidates and enhance the company's image [26]. In addition to showcasing the brand's personality, social media is also an effective channel for promoting job opportunities, benefits, and career development paths [27]. A strong and engaging presence on SM can amplify positive word-of-mouth and employee advocacy, which further strengthens the company's reputation among job seekers. A positive image on these platforms helps

businesses attract talent and build a quality candidate pool for the future.

Previous studies have demonstrated the role of SM in connecting employer branding with candidate attraction, highlighting its ability to enhance brand visibility, credibility, and perceived employer value. Additionally, SM has been shown to moderate the relationship between corporate reputation and IA[15], by amplifying the positive perceptions candidates form based on the company's online presence. Therefore, the final hypothesis is proposed as follows:

H3: SM positively moderates the impact of employer branding on the candidate's IA. Figure 1 illustrates the research model developed based on the proposed hypotheses.


Source: Compiled from hypotheses
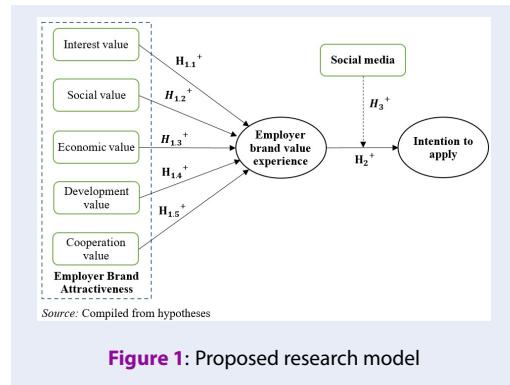
Figure 1: Proposed research model

RESEARCH DESIGN

Measurement scale

The five dimensions (components) of employer brand attractiveness have been condensed into a 20-item version from the original 24-item scale developed by Berthon et al.[18]. These authors called for further research on the employer attractiveness scale across different cultures, and it has since been utilized by many researchers to examine various contexts[1,15]. Through discussions with humane resource experts and potential candidates, one item from each dimension was reduced due to overlap or the possibility of integration, except for the economic value dimension. To be more specific, the organization provides high-quality products and services" and "the organization offers innovative products and services" were integrated into variable IV[4]; "a fun working environment" and "a good working environment" were combined into variable SV[4]; "feeling proud to work here" and "feeling more confident when working here" were merged into variable DV[3]; the item "Acceptance and belonging" from the cooperation value dimension was removed due to its abstract nature.

The EB construct consists of 4 items, based on the study by Fernandez-Lores et al.[23]. The IA and SM constructs also contain 4 items each, inherited from the research of Fasih and Ryan[2]. In total, 28 items are used for 7 constructs, as presented in Table 2. Based on these items, the survey was developed into statements measured using a 5-point Likert scale, where 5 indicates "strongly agree" and 1 indicates "strongly disagree", along with questions regarding the respondents' personal information.

Data collection

Based on the research objectives, the survey target group was selected as final-year students majoring in Business and Management, who have participated or are currently participating in internships to evaluate the companies where they interned. This group represents potential candidates for the near-future labor market, possessing practical experiences and direct observations of business operations. The selection of business and management students is justified by the large number of students in this field, the matching employment demands, and their particular interest in employer branding within this sector. The universities chosen for the survey include seven major institutions in Ho Chi Minh City that offer programs in this field.

The minimum sample size was determined based on the 10-times rule in PLS-SEM (Partial least squares - Structural equation modeling), meaning the sample size must be at least ten times the number of observed variables. In this study, with 28 observed variables, the minimum required sample size is 280. To ensure reliable analysis, 50 responses were proposed from each university. A two-step sampling method was applied to ensure representativeness and alignment with the research objectives. Specifically, step 1: Stratified sampling by university, with an equal allocation of 50 survey responses per university across a total of seven universities. Step 2: A combination of purposive sampling and snowball sampling was applied. At each university, faculty members assisted in selecting participants using purposive sampling, meaning that final-year students who met the research criteria (those who have participated or are currently participating in an internship) were selected. Then, to expand the survey reach, snowball sampling was employed, in which students who had already participated in the survey referred additional students with similar characteristics.

The survey form was created using Google Forms and distributed to the participants with the support of faculty members at the universities, particularly those

who are academic advisors or directly supervise student internships. The survey was conducted in May and June 2024 to ensure relevance, as students had just completed their internships. A total of 350 responses were collected, of which 345 were valid after excluding inappropriate responses, yielding a usable rate of 98.6%. Detailed information about the survey sample is presented in Table 1 . The collected data was processed using Smart-PLS 4.0 software to analyze relationships. The choice of PLS-SEM (Partial Least Squares Structural Equation Modeling) over CB-SEM (Covariance-Based SEM) was based on three main reasons: (1) Suitability for a research model with a moderating variable, (2) Appropriateness for a relatively small sample size, and (3) Emphasis on predicting job application intentions rather than solely testing theoretical models.

Table 1: Summary of the sample (Source: Survey results)

Classification		Quantity	Proportion (%)
Sex	Male	128	37.10
	Female	217	62.90
University	University of Economics Ho Chi Minh City	50	14.49
	University of Economics and Law	54	15.65
	International University	48	13.91
	University of Finance - Marketing	47	13.62
	Ho Chi Minh University of Banking	49	14.20
	Ho Chi Minh City University of Industry and Trade	50	14.49
	Ho Chi Minh City University of Technology	47	13.62
Total		345	100.0

RESULTS AND DISCUSSION

Measurement scale assessment

The measurement scale is evaluated based on variable quality by outer loadings, reliability by Cronbach's Alpha (α) and Composite Reliability (CR), convergent validity through Average Variance Extracted (AVE), and discriminant validity by the Heterotrait-Monotrait ratio (HTMT). The HTMT ratio is chosen to assess discriminant validity as it is considered a better method than the Fornell–Larcker criterion[28]. Multicollinearity is examined using the Variance Inflation Factor (VIF), where outer VIF assesses multicollinearity among observed variables of a construct, and inner VIF evaluates multicollinearity among constructs. This process is conducted by the estimation of the measurement model. Table 2 presents the observed variables with their outer loadings and outer VIF; Table 3 provides the α, CR, and AVE coefficients, while Table 4 displays the HTMT ratios.

According to Table 2, the outer loadings range from 0.762 to 0.926, all above the threshold of 0.7, indicating good scale quality. The VIF coefficients range from 1.491 to 3.497, which are less than 5, demonstrating no significant multicollinearity among the observed variables. This ensures that each variable provides independent information and distinct value within the model[29].

Table 3: Coefficient α, CR, and AVE
Source: Estimated model measurement results

Construct	Coefficient α	CR	AVE
CV	0.865	0.868	0.712
DV	0.850	0.858	0.689
EB	0.871	0.876	0.721
EV	0.798	0.800	0.623
IA	0.805	0.809	0.630
IV	0.888	0.910	0.750
SM	0.779	0.782	0.601
SV	0.907	0.910	0.782

Table 3 shows that the coefficients α (from 0.779 to 0.907), CR (from 0.782 to 0.910), and AVE (from 0.601 to 0.782) all meet the criteria: coefficient α and CR > 0.7 but < 0.95, AVE > 0.5. Therefore, the scales ensure reliability and convergent validity. Meanwhile, Table 4 shows that the HTMT ratios between constructs are all below 0.85, ensuring discriminant validity[30]. These results confirm the reliability, convergent, and discriminant validity of the scale, while also indicating that the model is suitable for hypothesis testing using structural equation modeling (SEM).

Hypothesis testing

Table 5 presents the results showing that all impact coefficients are statistically significant at the 1% or 5%

Table 2: Variables, outer loadings, and outer VIF (Source: Estimated model measurement results)

Construct	Variables	Code	Outer loadings	Outer VIF
IV (Berthon et al.[15])	A challenging work environment	IV1	0.889	2.892
	Creative work activities	IV2	0.877	2.463
	Valuing and leveraging employees' creativity	IV3	0.762	1.751
	Providing high-quality and innovative products and services	IV4	0.926	3.497
SV (Berthon et al.[15])	Having a good relationship with superiors	SV1	0.884	2.646
	Having a good relationship with colleagues	SV2	0.917	3.411
	Encouraging and cooperative colleagues	SV3	0.863	2.504
	A good and enjoyable work environment	SV4	0.873	2.536
EV (Berthon et al.[15])	Good promotion opportunities within the company	EV1	0.776	1.610
	Opportunities for cross-departmental practical experience	EV2	0.811	1.705
	A good working environment	EV3	0.797	1.595
	A salary higher than the average	EV4	0.773	1.526
DV (Berthon et al.[15])	Performance recognition by managers	DV1	0.807	1.621
	A foundation for future jobs	DV2	0.877	2.723
	Feeling prouder and more confident working here	DV3	0.811	1.892
	Gaining professional experience	DV4	0.824	2.261
CV (Berthon et al.[15])	A socially responsible company	CV1	0.852	2.144
	Opportunities to apply what has been learned from studies	CV2	0.852	2.070
	Opportunities to share what has been learned with others	CV3	0.808	1.835
	A customer-oriented company	CV4	0.863	2.326
EB (Fernandez-Lores et al. [20])	Preference for the employer brand	EB1	0.800	1.850
	Wanting to develop a strong connection with the employer brand	EB2	0.901	2.842
	Emotional attachment to the employer brand	EB3	0.841	2.153
	Feeling proud and connected with the employer brand	EB4	0.852	2.192
SM (Fasih and Ryan [2])	Seeing news about the company through social media	SM1	0.771	1.534
	The company sponsors events	SM2	0.769	1.563
	Seeing job news about the company in the media	SM3	0.786	1.491
	Seeing recruitment flyers or job postings on the company website	SM4	0.772	1.517
IA (Fasih and Ryan[2])	Accepting a job offer from the company	IA1	0.777	1.542
	Considering the company as a top choice	IA2	0.794	1.829
	Accepting if invited for an interview by the company	IA3	0.773	1.654
	Doing your best to work at the company	IA4	0.830	1.991

Table 5: Hypothesis testing results (Source: SEM estimationresults)

Hypothesis	Direction of Impact	f^2	Estimated coefficient	P values	Inner VIF	Conclusion
H1a	IV ° EB	0.023	0.147	0.005	1.818	Accepted
H1b	SV ° EB	0.035	0.178	0.000	1.772	Accepted
H1c	EV ° EB	0.059	0.208	0.000	1.401	Accepted
H1d	DV ° EB	0.018	0.115	0.005	1.443	Accepted
H1e	CV ° EB	0.041	0.251	0.000	2.962	Accepted
H2	EB ° IA	0.012	0.114	0.044	1.406	Accepted
	SM ° IA	0.155	0.413	0.000	1.430	
H3	SM x EB ° IA	0.018	0.088	0.029	1.025	Accepted

Table 4: HTMT Ratio
Source: Estimated model measurement results

Construct	CV	DV	EB	EV	IA	IV	SM	SV
CV								
DV	0.625							
EB	0.724	0.491						
EV	0.639	0.387	0.587					
IA	0.419	0.353	0.383	0.394				
IV	0.733	0.327	0.562	0.382	0.368			
SM	0.554	0.361	0.654	0.404	0.567	0.465		
SV	0.718	0.457	0.602	0.435	0.463	0.578	0.453	

Source: SEM estimation results

Figure 2: The model after estimating structural equation modeling

level, with values ranging from 0.088 to 0.413, and all hypotheses are accepted. The VIF indices in the model range from 1.025 to 2.962, which is below the threshold of 3, indicating that the independent variables do not influence each other in explaining the dependent variable. In other words, the model does not encounter multicollinearity issues [29]. The f^2 values indicate that most of the effects between the variables are small (from 0.02 to 0.15) or insignificant (below 0.02), except for the effect of SM on IA, which is moderate (from 0.15 to 0.35). The estimation results also show that the adjusted R^2 value for EB is 0.472 and for IA is 0.224, indicating that the components of employer brand attractiveness can explain 47.2% of the variation in EB, while EB and SM together explain 22.4% of the variation in IA. However, these issues are not of concern as all impacts are statistically significant with relatively high coefficients, ensuring good predictive power of the variables. The model does not exhibit multicollinearity, and the SRMR value is 0.067, which is less than 0.08, suggesting that the overall fit of the model is quite good.

According to Table 5 , SM plays a positive moderating role in the effect of EB on IA. Figure 3 provides a clearer view of the moderating variable analysis of SM. Specifically, the three red, green, and blue lines represent the values of the moderating variable SM at low, medium, and high levels. Since the moderating effect is positive (0.088) and the line with a high moderating value (PSQ at +1 SD) has a steeper slope compared to the line with a low moderating value (PSQ at -1 SD), this suggests that the effect of EB on IA will be stronger as the value of SM increases. In other words, SM enhances the impact of EB on IA.

DISCUSSION

The research results show that the scale used in the model has high reliability, and the observed variables

*Source:* Estimated results
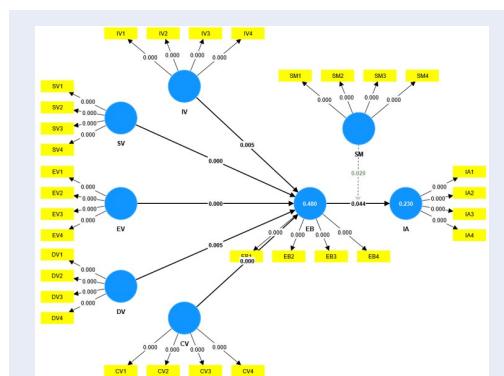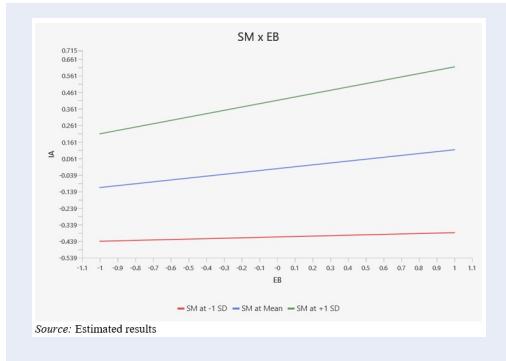
Figure 3: The moderating effect of SM on the impact of EB on IA

reflect the latent constructs well. Hypothesis testing using the PLS-SEM method indicates that through internship experiences and what they perceive in reality, business and management students – potential candidates – feel the attractiveness of the employer brand (through its components). This positively influences their employer brand experience, which in turn positively affects their intention to apply (β = 0.114).

Among the components of employer brand attractiveness, collaborative value has the strongest impact (β = 0.251), followed by economic value (β = 0.208), social value (β = 0.178), concern value (β = 0.147), and development value (β = 0.115). Moreover, potential candidates also perceive that social media not only has a strong positive effect on their application intention (β = 0.413) but also plays a positive moderating role in the relationship between brand value experience and application intention (β = 0.088). In other words, companies that effectively implement social media strategies can increase the application intention of potential candidates.

The role of employer brand attractiveness in influencing job application intentions in this study is consistent with the findings of several previous studies. Specifically, Santiago (2019) highlighted the impact of five components of employer brand attractiveness on job application intentions at the financial corporation Alpha C in Portugal [13]. Similarly, Soeling et al. [14] confirmed the direct effect of these five components on the job application intentions of students at Universitas Indonesia and Gadjah Mada University in Indonesia, while also emphasizing the mediating role of corporate reputation in this relationship. Furthermore, the current study's results are in line with the findings of Sivertzen et al. [15], who demonstrated that the five components of employer brand attractiveness positively influence corporate reputation, which in turn affects job application intentions. Additionally, their

research showed the moderating role of social media in enhancing the impact of corporate reputation on the job application intentions of undergraduate engineering students in Norway.

The difference in this study lies in the focus on brand value experience, rather than company reputation, to clarify the actual experiences of students during their internships and how they perceive the employer brand through media. Additionally, the impact coefficients found highlight the differences in how students in the business and management fields perceive the components of employer brand attractiveness. However, the adjusted R^2 values for brand value experience and application intention are relatively low, indicating that besides the factors already studied, there are still many other factors influencing application intention that have not been considered. Therefore, future research should expand the model by adding other potential factors to better understand the mechanisms influencing candidates' application intentions.

CONCLUSIONS AND IMPLICATIONS

The study on candidates' intention to apply for jobs, aimed at helping companies attract talent more effectively, is meaningful both theoretically and practically. This research confirms that the five components of employer brand attractiveness positively impact the employer brand experience as perceived by final-year students in business and management disciplines, which in turn affects their intention to apply. Among these, collaboration value has the strongest influence, followed by economic value, social value, concern, and finally, development. Additionally, social media not only has a direct impact on the intention to apply but also plays a positive moderating role in the relationship between brand experience and intention to apply.

The findings from this study suggest that to attract students and potential candidates, companies should not only invest in creating an attractive employer brand but also optimize internship experiences to provide students with positive experiences, thus reinforcing their perception of the employer brand. At the same time, companies need to effectively utilize social media as a tool to support their talent attraction strategy. The combination of positive internship experiences and effective social media communication will help companies enhance their employer brand image, strengthen their ability to attract candidates, and improve long-term talent retention opportunities.

This research contributes to both theory and practice. Theoretically, it provides insights into the relationship

between employer brand attractiveness and intention to apply, clarifying the role of different components in the employer brand structure. This not only expands the theory of employer branding but also helps to better understand how brand experience influences students' application decisions. Practically, the study offers recommendations for companies to build and develop their recruitment brands by optimizing the values of collaboration, economy, society, and social media. Companies can apply these results to enhance the attractiveness of their brands in the eyes of potential candidates, thereby increasing application rates and more effectively attracting talent.

However, aside from the factors studied, there may still be other factors affecting the intention to apply that were not considered. Moreover, the study sample focused only on final-year students, who are potential candidates but have limited practical work experience, and did not include individuals who are already employed and considering a job change. Additionally, the students surveyed mainly belonged to business and management fields, which may limit the generalizability of the results to other sectors. Therefore, future studies should expand the model by considering additional factors, such as perceptions of the work environment, cultural fit, or career development opportunities. Expanding the research scope to include both employed individuals and students from different disciplines will provide a more comprehensive understanding of the factors affecting the intention to apply.

ABBREVIATION LIST

AVE: Average Variance Extracted

CB: Covariance-Based

CR: Composite Reliability

CV: Cooperation value

DV: Development value

EB: Employer brand value experience

EV: Economic value

HTMT: Heterotrait-Monotrait

IA: Intention to apply

IV: Interest value

PLS: Partial least squares

PLS-SEM: Partial least squares - Structural equation modeling

SEM: Structural equation modeling

SM: Social media

SRMR: Standardized root mean square residual

SV: Social value

VIF: Variance inflation factor

α: Cronbach's Alpha

CONFLICT INTERESTS

The author hereby declares that there are no conflicts of interest in the publication of this article.

AUTHORS' CONTRIBUTIONS

Nguyen Hai Quang contributed the entire content of the article.

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Bài nghiên cứu

Sức hấp dẫn của thương hiệu nhà tuyển dụng, trải nghiệm giá trị thương hiệu và ý định ứng tuyển của ứng viên: Vai trò điều tiết của truyền thông xã hội

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TÓM TẮT

Nghiên cứu về các yếu tố ảnh hưởng đến ý định ứng tuyển của ứng viên, với mục tiêu hỗ trợ doanh nghiệp xây dựng các chiến lược hiệu quả trong việc thu hút và giữ chân nhân tài, đã trở thành một chủ đề được đặc biệt quan tâm bởi các nhà nghiên cứu và quản lý nguồn nhân lực. Nghiên cứu này xem xét mối quan hệ giữa mức độ hấp dẫn của thương hiệu nhà tuyển dụng, trải nghiệm giá trị thương hiệu và ý định ứng tuyển, đồng thời đánh giá vai trò điều tiết của truyền thông xã hội. Các giả thuyết được phát triển dựa trên mô hình truyền cảm xúc và các kết quả thực nghiệm từ các nghiên cứu liên quan trước đó. Dữ liệu được thu thập thông qua khảo sát 345 sinh viên năm cuối chuyên ngành kinh doanh và quản trị tại một số trường đại học lớn ở Thành phố Hồ Chí Minh, tập trung vào đánh giá của họ đối với các tổ chức mà họ đã thực tập. Những người tham gia được lựa chọn vì họ đại diện cho nhóm ứng viên tiềm năng trong tương lai, có sự tiếp xúc trực tiếp và gần đây với hoạt động xây dựng thương hiệu nhà tuyển dụng thông qua chương trình thực tập. Phân tích dữ liệu, sử dụng phương pháp mô hình phương trình cấu trúc (SEM) với kỹ thuật bình phương nhỏ nhất từng phần (PLS), xác nhận độ tin cậy của các thang đo, cũng như độ giá trị hội tụ và phân biệt của các biến được đo lường. Kết quả cho thấy năm thành phần của sự hấp dẫn thương hiệu nhà tuyển dụng – gồm giá trị về sự hứng thú, xã hội, kinh tế, phát triển và hợp tác – đều có ảnh hưởng tích cực đến trải nghiệm giá trị thương hiệu, và từ đó tác động tích cực đến ý định ứng tuyển của ứng viên. Ngoài ra, truyền thông xã hội không chỉ ảnh hưởng trực tiếp đến ý định ứng tuyển mà còn đóng vai trò điều tiết tích cực trong mối quan hệ giữa trải nghiệm giá trị thương hiệu và ý định ứng tuyển. Dựa trên những phát hiện này, nghiên cứu đề xuất một số hàm ý quản trị quan trọng nhằm giúp doanh nghiệp thu hút ứng viên tiềm năng, đặc biệt là sinh viên mới tốt nghiệp, thông qua chiến lược thương hiệu nhà tuyển dụng, nâng cao chất lượng trải nghiệm thực tập và tối ưu hóa hiệu quả của các kênh truyền thông xã hội.

Từ khoá: Sức hấp dẫn của thương hiệu nhà tuyển dụng, trải nghiệm giá trị thương hiệu, ý định ứng tuyển của ứng viên, truyền thông xã hội