

PERCEIVED EMPLOYER ATTRACTIVENESS OF
UNDERGRADUATE STUDENTS OF A PRIVATE
HIGHER EDUCATION INSTITUTION IN THE
NORTHERN REGION OF PENINSULAR MALAYSIA

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MASTER OF BUSINESS ADMINISTRATION
(CORPORATE MANAGEMENT)

UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE

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BY

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DECLARATION

I hereby declare that:

- (1) This postgraduate project is the end result of my own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) The word count of this research report is 15,874 words.

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TABLE OF CONTENTS

	Page
Copyright Page	ii
Declaration	iii
Acknowledgement	iv
Table of Contents	v
List of Tables	vi
List of Figures	vii
List of Abbreviations	viii
List of Appendices	ix
Preface	x
Abstract	xi
CHAPTER 1 RESEARCH OVERVIEW	1
1.0 Introduction	1
1.1 Research Background	1
1.2 Problem Statement	2
1.3 Research Objectives	4
1.4 Research Questions	5
1.5 Significance of the Study	5
1.6 Chapter Layout	6
1.7 Conclusion	7
CHPATER 2 LITERATURE REVIEW	8

2.0 Introduction	8
2.1 Review of the Literature	8
2.1.1 Dependent Variable – Employer Attractiveness	8
2.1.2 Independent Variable – Interest Value	9
2.1.3 Independent Variable – Social Value	9
2.1.4 Independent Variable – Application Value	9
2.1.5 Independent Variable – Economic Value	10
2.1.6 Independent Variable – Development Value	10
2.2 Review of Relevant Theoretical Models	10
2.3 Proposed Theoretical/Conceptual Framework	11
2.4 Hypotheses Development	12
2.5 Conclusion	13
CHAPTER 3 METHODOLOGY	15
3.0 Introduction	15
3.1 Research Design	15
3.2 Data Collection Methods	16
3.2.1 Primary Data	16
3.2.2 Secondary Data	17
3.3 Sampling Design	17
3.3.1 Target Population	17
3.3.2 Sampling Frame and Sampling Location	17
3.3.3 Sampling Elements	19
3.3.4 Sampling Technique	19

3.3.5 Sampling Size	20
3.4 Research Instrument	22
3.4.1 Questionnaire Design	22
3.4.2 Pilot Test	23
3.5 Constructs Measurement (Scale and Operational Definitions)	23
3.5.1 Scale Measurement	23
3.6 Data Processing	24
3.6.1 Data Checking	24
3.6.2 Data Editing	24
3.6.3 Data Coding	25
3.6.4 Data Transcribing	26
3.7 Data Analysis	26
3.7.1 Descriptive Analysis	26
3.7.2 Scale Measurement (Reliability Analysis)	27
3.7.3 Inferential Analysis	28
3.7.3.1 Pearson’s Correlation Analysis	28
3.7.3.2 Multiple Regression Analysis	31
3.8 Conclusion	31
CHAPTER 4 DATA ANALYSIS	32
4.0 Introduction	32
4.1 Descriptive Analysis	32
4.1.1 Respondent Demographic Profile	32
4.1.2 Central Tendencies Measurement of Constructs	38

4.2 Scale Measurement (Reliability Analysis)	52
4.3 Inferential Analyses	53
4.3.1 Pearson Correlation Analysis	53
4.3.2 Multiple Linear Regression Analysis	58
4.4 Conclusion	61
CHAPTER 5 DISCUSSION, CONCLUSION & IMPLICATIONS	62
5.0 Introduction	62
5.1 Summary of Statistical Analyses	62
5.1.1 Summary of Descriptive Analysis	62
5.1.2 Central Tendencies Measurement of Construct	63
5.1.3 Reliability Analysis	65
5.1.4 Pearson Correlation Analysis	65
5.1.5 Multiple Linear Regressions	66
5.2 Discussions of Major Findings	66
5.3 Implication of Study to Public &or Private Policy	69
5.4 Limitations of the Study	70
5.5 Recommendations for Future Research	72
5.6 Conclusion	73
References	74
Appendices	78

LIST OF TABLES

	Page
Table 1.1: Looking to leave their job in the next 6 months (%)	2
Table 1.2: Why are you planning to leave your job? (%)	3
Table 3.1: Computation of Sample Size	21
Table 3.2 Interpretation of Cronbach's Alpha	28
Table 3.3: Pearson Correlation Coefficients	29
Table 4.1: Gender of Respondents	32
Table 4.2: Race of Respondents	33
Table 4.3: Faculty	34
Table 4.4: Entry Qualification of Respondents	37
Table 4.5: Central Tendencies Measurement of Constructs: Interest Value	38
Table 4.6: Central Tendencies Measurement of Constructs: Social Value	40
Table 4.7: Central Tendencies Measurement of Constructs: Application Value	42
Table 4.8: Central Tendencies Measurement of Constructs: Economic Value	44
Table 4.9: Central Tendencies Measurement of Constructs: Development Value	47
Table 4.10: Central Tendencies Measurement of Constructs: Perceived Employer Attractiveness	49
Table 4.11: Scale Measurement (Reliability Analysis)	52
Table 4.12: Correlation between Interest Value and Perceived Employer Attractiveness	53
Table 4.13: Correlation between Social Value and Perceived Employer Attractiveness	54

Table 4.14: Correlation between Application Value and Perceived Employer Attractiveness	55
Table 4.15: Correlation between Economic Value and Perceived Employer Attractiveness	56
Table 4.16: Correlation between Development Value and Perceived Employer Attractiveness	57
Table 4.17: Analysis of Variance	58
Table 4.18: Model Summary	59
Table 4.19: Coefficients	59
Table 5.1: Summary of Result	66

LIST OF FIGURES

	Page
Figure 2.1: Exploring the relationship between corporate social performance and employer attractiveness	10
Figure 2.2: Proposed Theoretical / Conceptual Framework	11
Figure 4.1: Gender of Respondents	33
Figure 4.2: Race of Respondents	34
Figure 4.3: Faculty	36
Figure 4.4 Entry Qualifications of Respondents	37

LIST OF APPENDICES

	Page
Appendix A: Questionnaire	74
Appendix B: Personal Data Protection Statement	79
Appendix C: Letter of Request Information of Number of Students	81

LIST OF ABBREVIATIONS

FAS	Faculty of Arts and Social Science
FBF	Faculty of Business and Finance
FEGT	Faculty of Engineering and Green Technology
FICT	Faculty of Information and Communication Technology
FSc	Faculty of Science
ICS	Institute of Chinese Studies
MEF	Malaysian Employer Federation
SPSS	Statistical Package for Social Science
UTAR	Universiti Tunku Abdul Rahman

PREFACE

This research is intended to examine the relationship between interest value, social value, application value, economic value, development value and perceived employer attractiveness of undergraduate students of a private higher education institution in the northern region of Peninsular Malaysia. The research would contribute toward several parties in solving the issue of the employer attractiveness in Malaysia.

Several managerial implications can be acquired from this research. One of the managerial implications is the top management of the employers or organizations should be recognizing the rising of the competitiveness in the war of talent although there are many graduates in the labor market. Therefore, the independent variables (interest value, social value, application value, economic value, and development value) are studied so as to support employers to improve their attractiveness. Thereby, the employers should implement effective recruitment strategies that will enhance the attractiveness of employers so that they will be more attractive to the graduates or talents. Employers are also required to redesign or restructure their recruitment activities to improve their attractiveness.

In addition, this research is also significant to the government, Ministry of Human Resources, and Malaysian Employer Federation (MEF). The Ministry of Human Resources should collaborate with the Malaysian Employer Federation (MEF) and explore on how to offer the essential values to the potential employees or graduates. As the Ministry of Human Resources and Malaysian Employer Federation (MEF), their responsibility is to be the leader in the encouragement of excellent employment practices and harmonious industrial relations and facilitate the development of excellence in human resource management to enable Malaysia's employers to react the present and future business challenges.

ABSTRACT

The objective of this research is to determine the relationship between personal values and perceived employer attractiveness of undergraduate students of a Malaysia's private higher education institution in the northern region of Peninsular Malaysia.

The war for talented workers is biting. Based on one of the newest survey of CEOs by Accenture, it is illustrated that 60% of the CEOs are concern regarding the demand to attract and retain the top personnel.

The target population would be the undergraduate students of UTAR main campus, namely UTAR Kampar campus. The undergraduate students were selected from Faculty of Business and Finance (FBF), Faculty of Information and Communication Technology (FICT), Faculty of Science (FSc), Faculty of Engineering and Green Technology (FEGT), Faculty of Arts and Social Science (FAS), and Institute of Chinese Studies (ICS). Total 372 sets of questionnaires were distributed to the undergraduate students in UTAR Kampar campus. All the data collected are analyzed by the IBM SPSS Statistics software package. Pearson Correlation Analysis and Multiple Linear Regression Analysis were executed through the software stated above.

Moreover, the theoretical implications and managerial implications are discussed in the research. The limitation of study and recommendation for future study are also discussed in this study.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

The objective of this research is to determine the relationship between personal values and perceived employer attractiveness of undergraduate students of a Malaysia's private higher education institution in the northern region of Peninsular Malaysia. Firstly, the background of the research and problem statement was outlined. The research objectives are divided into two categories, which are general objective and specific objectives which are adopted for formulating the research questions. Lastly, the significance of the research was expressed and followed by the chapter layout and conclusion.

1.1 Research Background

The evolution of globalization, the expanding competition for talented employees, and the pressure for innovation and speed have given corporations added stimulus to re-examine their employee relations strategies for the purpose of attract, motivate, and retain the human resources that will support the corporation to be successful (Zivnuska, Ketchen, & Snow, 2001).

Jamrog (2002) has mentioned about the current era as the era of the employees. The earnest job applicants are probably to show a lot of attention regarding selecting the most suitable corporation for them to perform and the most suitable job for them to pursue. Thus, it is essential for a corporation to establish a strong human resource strategy to serve as the main differentiator in the prosperity of its organization through the unceasing supply of the suitable talent (Rynes & Cable, 2003).

1.2 Problem Statement

Every year, there are more than 200,000 students graduate from Malaysia higher education institutions (Tan, 2016). The war for talented workers is biting. Based on one of the newest survey of CEOs by Accenture, it is illustrated that 60% of the CEOs are concern regarding the demand to attract and retain the top personnel. It is forcing the companies to examine themselves and review their relationship with their workers and their human resource strategies to search and recruit the talent they desire (Barrow, House, Housley, Jenner, Martin, Mensink & Taylor, 2007).

Barrow et al (2007) are also mentioned that one corporation should not be aiming to be all objects to all individuals. Therefore, recently the focal point has shifted to what it takes to establish and sustain an employer reputation that ties up and attracts the right people. In addition, future's CEO will consume more time on the reputation of their corporations.

The Regional Communications head of Jobstreet.com, Simon Si, stated that based on a survey carried out by JobStreet.com in November 2016, the fresh graduates are being choosy about the firm or the job, are one of the tops cited factors given by Malaysia employers on the reasons why is difficult for young graduates to obtain employment nowadays (Sani, 2016).

Sabah Tourism, Culture, and Environment minister, Datuk Seri Masidi Manjun, he expressed that many people complain they are unemployed because they are still looking for a job which they consider suitable for them. Their no acceptance to the job will have an impact on the nation's economy in the long run (Miwil, 2016).

Table 1.1: Looking to leave their job in the next 6 months (%)

Looking to leave their job in the next 6 months (%)			
	Singapore	Hong Kong	Malaysia
Average	38.84	38.68	34.58
Men	40.08	40.09	35.22
Women	37.64	37.44	34.01
25 - 44	42.82	42.79	38.91
45+	34.74	33.01	26.84

Source: Media release: Over 1/3 of employees looking to leave their jobs: Randstad Employer Brand Research 2017. (2017, June 15). *Randstad*. Retrieved from

<https://www.randstad.com.sg/workforce360/articles/media-release-over-13-of-employees-looking-to-leave-their-jobs-randstad-employer-brand-research-2017>

Table 1.2: Why are you planning to leave your job? (%)

Why are you planning to leave your job? (%)					
Malaysia	Average	Men	Women	25 – 44	45+
Salary & Benefits	49.91	49.09	50.66	53.64	41.04
Lack of career progression	35.73	37.05	34.52	38.07	30.71
Unappreciated	31.29	28.51	33.84	33.95	29.86
Poor workplace atmosphere	29.70	29.92	29.49	31.12	27.87
Inconvenient workplace location	17.11	15.52	18.56	16.97	17.09
Dissatisfied with daily tasks	16.01	15.90	16.11	16.97	13.65
Never had long term plans	11.67	13.69	9.82	10.52	12.90
Do not like immediate colleagues	6.76	7.14	6.41	7.56	4.08

Source: Media release: Over 1/3 of employees looking to leave their jobs: Randstad Employer Brand Research 2017. (2017, June 15). *Randstad*. Retrieved from <https://www.randstad.com.sg/workforce360/articles/media-release-over-13-of-employees-looking-to-leave-their-jobs-randstad-employer-brand-research-2017>

According to the report of Randstad Employer Brand Research 2017, there are over a third of staffs (37.36%) in Malaysia, Hong Kong, and Singapore are considering on departing their corporations in the next six months. There are about 35% of the Malaysian employees searching for new profession opportunities. In addition, the demographic profiling demonstrated that young male workers across the all three nations were the most likely to depart their current profession. When considering the causes behind why employees were intending to depart, insubstantial wages and benefits along with a short of career advancement were the 2 major elements in Malaysia, Hong Kong, and Singapore. The 3rd largest element in Malaysia and Singapore was the deficiency of appreciation from the employers (Randstad, 2017).

The Managing Director of Randstad Malaysia, Singapore, and Hong Kong, Michael Smith mentioned that: “While organizations look at improving their employer brands to attract the best new talent in their ranks, management needs to be wary of the high risk of losing their staff. Our latest research highlights the unsettling number of employees planning to leave their jobs in the near future. This reinforces the need for organizations to not only look out at new talent but also inwards to ensure the

retention of their best staff. Research has shown that the cost replacing a lost employee can be very high in terms of time and money”. (Randstad, 2017).

The supplementary explanation by Mr. Michael Smith is also complemented: “While bringing in talent with great salaries and promises of career progression opportunities, organizations must not rest once those individuals have settled in. These companies must consistently monitor the advancement of these factors as the individuals grow within the organization”. (Randstad, 2017).

1.3 Research Objectives

1.3.1 General Objective

The main objective of this research is to disclose the relationship between five particular values and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia.

1.3.2 Specific Objectives

- To identify whether there is a significant relationship between social value and perceived employer attractiveness.
- To identify whether there is a significant relationship between development value and perceived employer attractiveness.
- To identify whether there is a significant relationship between application value and perceived employer attractiveness.
- To identify whether there is a significant relationship between interest value and perceived employer attractiveness.
- To identify whether there is a significant relationship between economic value and perceived employer attractiveness.
- To identify whether there is a significant relationship between social value, development value, application value, interest value, economic value, and perceived employer attractiveness in Malaysia.

1.4 Research Questions

The research questions of this study are as the following:

- 1) What is the relationship between social value and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia?
- 2) What is the relationship between development value and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia?
- 3) What is the relationship between application value and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia?
- 4) What is the relationship between interest value and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia?
- 5) What is the relationship between economic value and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia?
- 6) What is the relationship between social value, development value, application value, interest value, economic value, and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia?

1.5 Significance of the Study

The impression of job seeker on a prospective employer, involving the perceptions of a corporation's attractiveness, is essential to organizational success in fascinating job seekers (Carless, 2003).

This objective of this research project is intended to study the relationship between interest value, social value, application value, economic value, development value, and perceived employer attractiveness of undergraduate students of a private higher

education institution in the northern region of Peninsular Malaysia. This research would contribute to several parties in resolving the problems of the employer attractiveness in Malaysia.

First and foremost, the employers in Malaysia will be benefited. The employers in Malaysia would be conscious of their attractiveness from the perceptions of undergraduate students in Malaysia. The employers in Malaysia would also recognize the significance of the factors which influence their attractiveness in attracting the young talents in Malaysia, those factors such as interest value, social value, application value, economic value, and development value. In addition to this, this research would support the employers to further enhance their attractiveness which is perceived by young graduates so as to be capable to attract more young talents.

Furthermore, this research would also be helpful to the undergraduate students and fresh graduates in Malaysia. As the issue of turnover intention and job hopping in the workplace is becoming more severe in Malaysia, by disclosing the several significant factors of employer attractiveness, for instance, interest value, social value, application value, economic value, and development value, the undergraduate students and fresh graduates will obtain an insight on the important elements of employer attractiveness. The undergraduate students and fresh graduates will be conscious of the significant elements of employer attractiveness and are capable to have better decision making when submitting their job applications and receiving job offers.

1.6 Chapter Layout

Chapter 1: Research Overview

In chapter 1, the purpose of this study is to determine the relationship between social value, development value, application value, interest value, economic value and perceived employer attractiveness of undergraduate students of a private higher education institution in Malaysia. In this chapter, the background of the research, problem statement, research objectives, research questions, the research's significance, the research's chapter layout, and the research's conclusion will also be discussed.

Chapter 2: Literature Review

In chapter 2, the secondary data which based on journal articles and research studies will be examined and discussed in order to comprehend the relationship between personal values and perceived employer attractiveness of undergraduate students. In this section, the connections between variables will be identified. A proposed theoretical/conceptual framework will be formulated. This section also could be said is the cornerstone for the hypotheses.

Chapter 3: Methodology

In chapter 3, it will illustrate the process of obtaining the data, measurement of the variables, and reliability test that conducted. Research design, data collection methods, sampling design, research instrument, and construct measurement will be determined corresponding to offer a comprehensible view of the instrument. The data processing and data analysis will be emphasized in this chapter too.

Chapter 4: Data Analysis

In chapter 4, the data gathered from the questionnaire will be analyzed in line with the hypotheses. The survey is accomplished through a questionnaire. The outcome is analyzed by employing IBM SPSS Statistics software package.

Chapter 5: Discussion, Conclusion, and Implications

In chapter 5, it will comprise the summary of statistical analyses, discussions of major findings, and limitations of the study. Finally, recommendations for future research and conclusion will be discussed in this chapter.

1.7 Conclusion

A better comprehension of the importance of employer attractiveness in this chapter 1 has reviewed. This study also explained the research background and problem statement. In the end of this chapter determined about the significance of study which dedicates to our study.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

A literature review is an essential and comprehensive evaluation of the study. The literature review summarizes the study and synthesizes it as a synopsis of the research. Secondary sources are utilized to generate information in this chapter. In chapter 2, the dependent variable (employer attractiveness) and five independent variables (interest value, social value, application value, economic value, and development value) are explored. The relevant theoretical models for the research and influence of independent variables to the dependent variables are also examined in this chapter. Conceptual framework and hypotheses that will be examined also included in this chapter.

2.1 Review of the Literature

2.1.1 Dependent Variable – Employer Attractiveness

Berthon, Ewing, & Hah (2005) explained that the concept of employer attractiveness has broadly explored in the fields of organizational behavior, applied psychology, management, marketing, and communication. Employer attractiveness has also turn into a progressively popular topic in the current business press and those organizations are competing for status and award for “Best Employer” is more and more, as awareness is drawn to employer attractiveness in both the contemporary print and electronic media. The Berthon et al (2005) determined employer attractiveness as the expected benefits and interests that a potential worker views in working for a particular organization.

Employer attractiveness is defined by Tsai and Yang (2010) as the willingness of job seekers to seek for jobs and to accept job offers from a corporation. Perceived

employer attractiveness refers to the extent to which an individual enthusiastically perceives a corporation as a working place or the ordinary perceived desirability of working for a corporation (Rynes, Bretz, & Gerhart, 1991; Aiman-Smith, Bauer, & Cable, 2001). Attractiveness is demonstrated when individual effectively look for a chance to engage in the employee selection processes in a particular corporation (Aiman-Smith et al, 2001).

2.1.2 Independent Variable – Interest Value

Interest value is one of the dimensions of employer attractiveness and it is referred to the degree of an organization exercising those practices which consist of offering a working environment that facilitates innovation and creativity, generating creative products and services, featuring innovative working practices, and offering a stimulating and challenging task (Reis & Braga, 2016).

2.1.3 Independent Variable – Social Value

Social value is defined as the degree to which a job seeker is attracted to an employer that offers the chance to obtain appreciation and recognition, good feelings and job security, acceptance and belonging, good promotion opportunities, and career enhancing the experience (Alniaçık & Alniaçık, 2012). Reis and Brage (2016) expressed that social value is one of the employer attractiveness dimension, it describes a corporation's practices which offering a delightful interpersonal and social and energetic working environment.

2.1.4 Independent Variable – Application Value

Application value is defined as the degree to which a job seeker is attracted to an employer that offers the chance to teach someone else what we have learned and contributes to the community (Alniaçık & Alniaçık, 2012). Reis and Braga (2016) describes the application value as the extent of the organization provides the

chance to employees to utilize their know-hows and express their information to another person, work in a humanitarian and client-oriented workplace.

2.1.5 Independent Variable – Economic Value

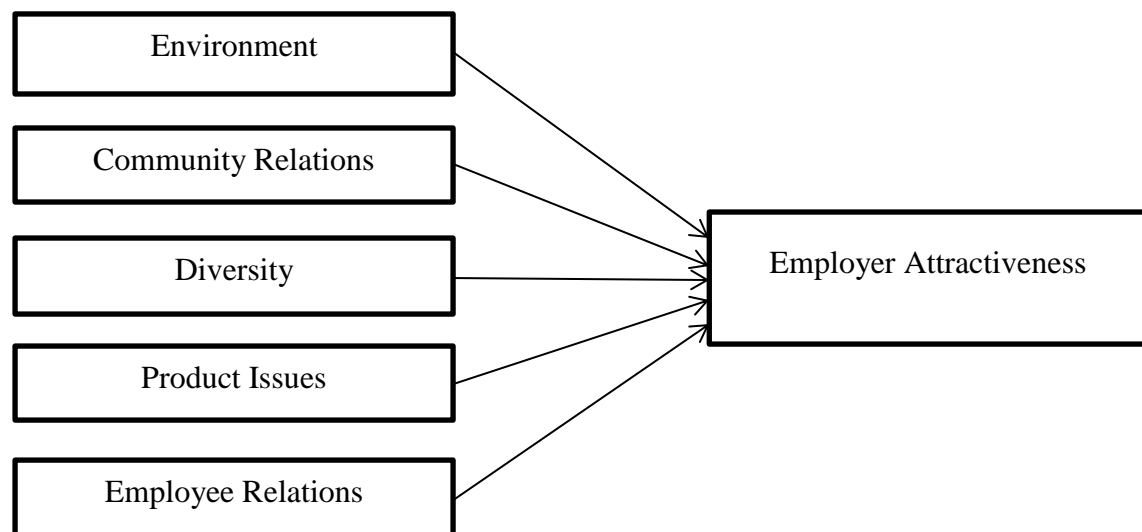
Economic value is defined as the degree to which a job seeker is attracted to an employer that offers a favorable compensation package, job security, and above-average wages (Alniaçık & Alniaçık, 2012; Reis & Braga, 2016).

2.1.6 Independent Variable – Development Value

According to Reis and Braga (2016), the development value describes the organizational practices which offering the opportunities for employees to receive career-enhancing experiences, skills' development, confident, self-worth, and recognition from the employer.

2.2 Review of Relevant Theoretical Models

Figure 2.1: Exploring the relationship between corporate social performance and employer attractiveness



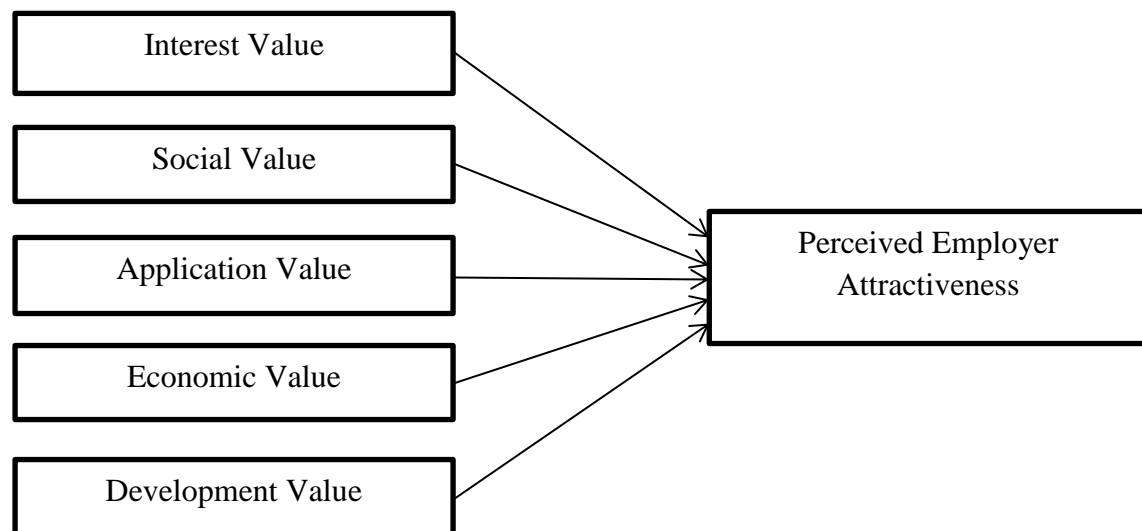
Adapted from: Backhaus, K. B., Stone, B. A., & Heiner, K. (2002). Exploring the relationship between corporate social performance and employer attractiveness. *Business & Society*, 41(3), 292-318.

The Backhaus, Stone, and Heiner (2002) are investigated the perceptions of the significance of the corporate social performance (CSP) to the job seekers and examine the influences of the dimensions of corporate social performance on organizational attractiveness.

According to Bachaus et al (2002), they stated that the five particular corporate social performance (CSP) dimensions are considered by job seekers as the significant factors when they evaluate the organizations. The researchers have also applied the social identity theory and signaling theory in order to study the influences of corporate social performance (CSP) on the grading of employer attractiveness.

2.3 Proposed Theoretical / Conceptual Framework

Figure 2.2: Proposed Theoretical / Conceptual Framework



A theoretical/conceptual framework has been developed and proposed based on the literature review. This is a diagram that visually demonstrates and links the variables in which to be examined in this study. In this theoretical/conceptual framework, the

independent variables are interest value, social value, application value, economic value, development value. The dependent variable will be inspected to determine the effect of all the five independent variables.

2.4 Hypotheses Development

2.4.1 Interest Value

There is a connection between the interest value and employer attractiveness. Employees will regard an employer as an attractive employer when the particular employer is capable to offer an exciting and challenging task, with novel working application, up-to-date products and services, and in an environment where it is facilitating and stimulating innovation and imagination (Reis & Braga, 2016).

Hypothesis 1:

H₀: There is no significant relationship between interest value and perceived employer attractiveness.

H₁: There is a significant relationship between interest value and perceived employer attractiveness.

2.4.2 Social Value

According to the past study, there is indicated that there is a connection between social value and the perceptions of employer attractiveness. The workers are more desire and willing to work with a corporation, a leader, or an employer they have faith in, and where the social environment is unrestrained and comfortable (Reis & Braga, 2016).

Hypothesis 2:

H₀: There is no significant relationship between social value and perceived employer attractiveness.

H₁: There is a significant relationship between social value and perceived employer attractiveness.

2.4.3 Application Value

According to Reis and Braga (2016), there is a significant relationship between the application value and the attractiveness of employers. The employees will be satisfied when they possess the opportunities to utilize their know-how and capabilities and transmit their experience and knowledge to other colleagues.

Hypothesis 3:

H₀: There is no significant relationship between application value and perceived employer attractiveness.

H₁: There is a significant relationship between application value and perceived employer attractiveness.

2.4.4 Economic Value

The economic value has a significant relationship with the employer attractiveness. The more economic value is allocated, such as extrinsic remuneration, there are more employees tend to admire and enjoy working with the corporation or employers (Reis & Braga, 2016).

Hypothesis 4:

H₀: There is no significant relationship between economic value and perceived employer attractiveness.

H₁: There is a significant relationship between economic value and perceived employer attractiveness.

2.4.5 Development Value

According to Deal, Altman, and Rogelberg (2010), there is a notable relationship between development value and perceived employer attractiveness. The researchers were stated that if employers are willing to offer their employees with amusing and fascinating job, favourable compensation packages, and the learning's opportunities, those employers are more likely to be perceived as attractive employers or organizations.

Hypothesis 5:

H₀: There is no significant relationship between development value and perceived employer attractiveness.

H₁: There is a significant relationship between development value and perceived employer attractiveness.

2.5 Conclusion

In chapter 2, relevant literature in my proposed framework and hypotheses development are determined. Next, the research methodology that employed in this research will be further discussed in detail in next chapter.

CHAPTER 3: METHODOLOGY

3.0 Introduction

The methodology of this research will be discussed in this chapter, method that will be employed to collect data on independent variables and dependent variables. The collected data is then evaluated and the hypotheses were examined through correlation and regression analysis. IBM SPSS Statistics software package is employed as data analysis tool for the data analysis in this study.

3.1 Research Design

“Quantitative research” and “Qualitative research” are the measurement that applied in devising a research. Creswell (2013) has stated a very laconic definition of quantitative research as a kind of research that is employed in order to describe phenomena through gathering numerical data that are analyzed by employing mathematically based methods. In contrast, qualitative research is an in-depth examination which constitutes an observation of target respondents and unstructured questions (Milman, 1993). In this study, quantitative research is employed. Quantitative research works when researcher intends to investigate a large number of population and summarizes the samples to a broader group. Swanson and Holton (2005) explained the benefits of quantitative research would be low expenses as the population can be signified via a small portion of respondents from the targeted population.

Zikmund, Babin, Carr, and Griffin (2013) justify that research is capable to identify the effects and causes between two variables by means of causal research design. Causal research is adopted to study the causal relationship between variables that requires research to search for more substantial evidence in examining the hypotheses. In causal research, the researcher would have a good comprehension of phenomena and can formulate an educated forecast regarding the cause and effect relationship that will be studied.

The questionnaire is employed as a research instrument in this research for the purpose of determining the corresponding variables that would have an effect on the dependent variable (perceived employer attractiveness). A small representative from the targeted population is identified as to obtain a thorough description.

3.2 Data Collection Methods

There are two components in the data collection methods. First of all, primary data is acquired in the first time and gathered in the absence of any procedure with the target respondents. Next, the secondary data is defined as the data that will be utilized in a research that was not produced directly for the research project under consideration. These two types of data can be utilized for the purpose of answering the research questions and research hypotheses.

3.2.1 Primary Data

Primary data is referred to the data that collected specifically for the research project. Primary data is the original data that has not been introduced to the general public yet. Primary data can be utilized to address the research problem and the research objectives.

The questionnaire is the main component of primary data. Survey questionnaires are printed and hand out to the respondents. The target respondents will complete the survey questionnaires within a period of time. Target respondents are requested to answer the survey questionnaires on the basis of their knowledge, experience, and opinion. The data gathered will be utilized by the researcher to examine the hypotheses of the research project.

The benefits of employing survey questionnaire are an efficient, cost-effective, and handy method to gather data from numerous target respondents. In addition, the data collected through survey questionnaires are valid and reliable because the data has not been transformed by other persons.

3.2.2 Secondary Data

Secondary data is referred to data that gathered in advance, it is already obtainable, and not an original data. The benefits of employing secondary data are inexpensive, handy, and not time-consuming (Zikmund et al, 2013).

Secondary data for this research project is collected by several manners, for instance, journal articles, latest news, and internet/websites which are applicable and related to the research. Online academic databases and search engines are utilized to search for academic journals and articles, for instance, ScienceDirect, JSTOR, SAGE journals, and Google Scholar.

3.3 Sampling Design

3.3.1 Target Population

The target population was defined by Sekaran and Bougie (2016) as the consensus group of phenomena, objects, or persons that the scholars desire to study. The primary goal of this research is to examine the relationship between personal values and perceived employer attractiveness of undergraduate students of a private higher education institution in the northern region of Peninsular Malaysia. Thence, my target population would be the private higher education institution's undergraduate students. The target population is only undergraduate students, foundation students and postgraduate students will not be included in this study.

3.3.2 Sampling Frame and Sampling Location

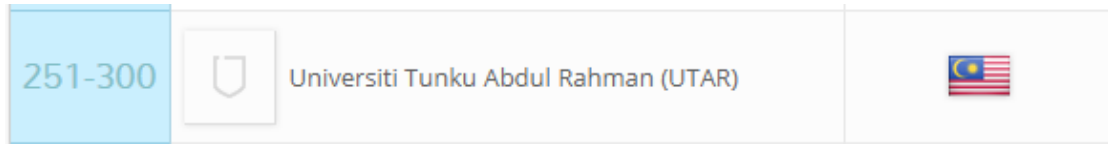
One private higher education institution in the Peninsular Malaysia's northern region was chosen in this research, which is Universiti Tunku Abdul Rahman (UTAR). UTAR is a private, comprehensive, and non-profit higher education institution in Malaysia; it is one of the most distinguished private higher education institutions in Malaysia. UTAR possesses two campuses, namely

Kampar campus and Sungai Long campus. The Kampar campus is situated in Perak and the Sungai Long campus is situated in Selangor. As the UTAR Kampar campus is the main campus of UTAR, consequently the UTAR Kampar campus was selected by the researcher as the sampling location in this research. UTAR Kampar campus consists of five faculties, one institution, and one centre, which are Faculty of Business and Finance (FBF), Faculty of Information and Communication Technology (FICT), Faculty of Science (FSc), Faculty of Engineering and Green Technology (FEGT), Faculty of Arts and Social Science (FAS), Institute of Chinese Studies (ICS), and Centre for Foundation Studies (Kampar Campus). However, the only center in UTAR Kampar campus will be excluded in this research as the center has not consisted of any undergraduate students.

In addition, UTAR was ranked in the 111th to the 120th band in the Times Higher Education Asia University Rankings (2017), which is second-ranked Malaysia higher education institution and also the first-ranked private higher education institution in the nation. In the Times Higher Education Young University Rankings (2017), UTAR was ranked in the 101st to the 150th band. In the Times Higher Education Young University Ranking 2017: Millennial universities (2017), UTAR was ranked at 14th. Furthermore, UTAR was ranked at 251-300 band in the QS University Rankings: Asia (2016).



Source: Rankings by Times Higher Education 2017. (2017) *Universiti Tunku Abdul Rahman*. Retrieved from http://www.utar.edu.my/econtent_sub.jsp?fcid=25&fcontentid=91394



Source: QS University Rankings: Asia 2016. (2016). *Top Universities*. Retrieved from <https://www.topuniversities.com/asia-rankings/methodology>

3.3.3 Sampling Elements

The undergraduate students in UTAR Kampar campus will be surveyed through questionnaires in this study. The undergraduate students from Faculty of Business and Finance (FBF), Faculty of Information and Communication Technology (FICT), Faculty of Science (FSc), Faculty of Engineering and Green Technology (FEGT), Faculty of Arts and Social Science (FAS), and Institute of Chinese Studies (ICS) will be included as the target respondents in this research. Those undergraduate students from the five faculties and institution stated above are essential in order to accomplish the research objectives.

3.3.4 Sampling Technique

There are two types of sampling techniques, namely probability sampling technique and non-probability sampling technique. For non-probability sampling technique, it is employed when the sampling elements of the target population are unknown and depends on the assessment of researcher. In contrast, probability sampling technique is employed when the sampling elements of the target population are recognized and each sampling elements possess the same probability to be selected in the study.

Because of the number of undergraduate students from each faculty in UTAR Kampar campus are known, thence, the probability sampling technique is applied in this research. “Stratified sampling” and “Simple Random Sampling” are the two types of probability sampling technique which are adopted in this study. There are two types of stratified sampling, namely proportionate stratified sampling and disproportionate stratified sampling.

In this study, proportionate stratified sampling will be utilized. Under proportionate stratified sampling technique, the target population will be subdivided into six strata or subpopulations according to the five faculties and one institute in UTAR Kampar campus, which are Faculty of Business and Finance (FBF), Faculty of Information and Communication Technology (FICT), Faculty of Science (FSc), Faculty of Engineering and Green Technology (FEGT), Faculty of Arts and Social Science (FAS), and Institute of Chinese Studies (ICS). Afterwards, the sampling elements are chosen from each subpopulation based on simple random sampling. Simple random sampling is referred to each sampling element from the target population has an equal possibility of being elected.

3.3.5 Sampling Size

The number of questionnaires distributed to undergraduate students from Faculty of Business and Finance (FBF), Faculty of Information and Communication Technology (FICT), Faculty of Science (FSc), Faculty of Engineering and Green Technology (FEGT), Faculty of Arts and Social Science (FAS), and Institute of Chinese Studies (ICS) were 372 sets. Sample sizes for the survey should be larger than 30 sets and not more than 500 sets for most of the study (Roscoe, 1975). Sekaran and Bougie (2016) stated that data collected from the samples rather than the whole population probably to generate more reliable results. The sample size should be several times (ideally ten times) more than the number of variables in the research. Thence, the sample size should be more than 50 (5 variables) and 300 are sufficient for the research.

Since the population size is known in the research, the following formula is adopted in order to compute the precise sample size for the research.

POPULATION SIZE KNOWN:

$$\text{SIZE} = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

X^2 = table value of Chi-Square @ *d.f.* = 1 for desired confidence level

.10 = 2.71 .05 = 3.84 .01 = 6.64 .001 = 10.83

N = population size

P = population proportion (assumed to be .50)

d = degree of accuracy (expressed as a proportion)

Adopted from: Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.

Table 3.1: Computation of Sample Size

Faculty	Number of Elements in Stratum	% of Elements Stratum	Number of Elements Selected for The Sample
Faculty of Business and Finance (FBF)	5,914	51	190
Faculty of Information and Communication Technology (FICT)	1,068	9	34
Faculty of Science (FSc)	1,486	13	48
Faculty of Engineering and Green Technology (FEGT)	832	7	26
Faculty of Arts and Social Science (FAS)	2,093	18	67
Institute of Chinese Studies (ICS)	267	2	7

Total	11,660	100	372
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3.4 Research Instrument

3.4.1 Questionnaire Design

Personal self-administration questionnaire is designed for the purpose of data collection. The questions in the questionnaire are adopted from the Employer Attractiveness Scale which is initiated by the Berthon et al (2005). The Employer Attractiveness Scale was selected in view of the fact that the Employer Attractiveness Scale has already been applied in many types of research in the international stage, and it is indicating favorable dependability (Alniaçık & Alniaçık, 2012; Arachchige & Robertson, 2011; Roy, 2008; Sivertzen, Nilsen, & Olafsen, 2013; Wallace, Lings & Cameron, 2012).

The questionnaire is composed of 29 questions and classified into three sections, which are “part A”, “part B, and “part C”. Four questions are inquired about the personal information of the target respondents in part A. The gender, race, faculty and entry qualification of the target respondents will be queried. One dichotomous question and one multiple choice question are employed to gather the personal information of the target respondents. The dichotomous question has merely two options for the target respondents to answer. For the multiple choice question, it has a choice of responses for the target respondents to select one of the alternatives given (Zikmund et al, 2013).

In part B, it is constructed by twenty questions which are intended to inquire the target respondents regarding four independent variables that influence perceived employer attractiveness of undergraduate students. The four independent variables are interest value, social value, application value, economic value, and development value. Each independent variable contains four questions that need the target respondents to reply.

In part C, it is constructed by five questions which are aims to inquire the target respondents regarding the perceived employer attractiveness. The objective of questions inquired in part C is to learn the perceived employer attractiveness of undergraduate students.

3.4.2 Pilot Test

The pilot test is referred to a reliability analysis in a research which executed through a small group of respondents so as to ensure the questions in the questionnaire and consequently, the analysis generated is consistent. 30 respondents were asked to complete the questionnaires in order to make sure the questionnaire is dependable and also recognize the latent issues which contained in the questionnaire.

3.4.2.1 Result of Pilot Test

Variables	Results
Interest Value	0.748
Social Value	0.792
Application Value	0.653
Economic Value	0.790
Development Value	0.800
Perceived Employer Attractiveness	0.792

3.5 Constructs Measurement (Scale and Operational Definitions)

3.5.1 Scale Measurement

In this research project, all the two fundamental types of scales are employed. In the questionnaire, the nominal scale is employed to identify the respondents'

gender, race, faculty, and their entry qualification into university. Only one answer for each question is selected by the target respondents. In part B and part C, interval scale is employed. In part B, it consists of 4 items for each of the independent variable and 5 items for the dependent variable, the items are measured through a five-point Likert scale with 1 expresses strongly disagree, 2 expresses disagree, 3 expresses neutral, 4 expresses agree, and 5 expresses strongly agree. By applying five-point Likert scale, it allows the researcher to analyze the data via Pearson Correlation Coefficient and Multiple Regression Analysis.

3.6 Data Processing

One of the most crucial components of this research project is “data processing”. In the process of data processing, the data collected from the questionnaire will be produced to transform into meaningful information. There are several procedures included in this process, namely data checking, data editing, data coding, and data transcribing. The accuracy and quality of the data will be assured.

3.6.1 Data Checking

The first procedure of the data processing is data checking; it continues to guarantee that the data collected is entirely completed and there are no uncompleted answers in the questionnaire collected. The uncompleted answers in the questionnaire could influence the validity and dependability of the data. Thence, the researcher should ensure the data is completed in this procedure.

3.6.2 Data Editing

The second procedure of the data processing is data editing. The objective of data editing and adjusting is to control the readability and conformity of the data collected. This procedure also relates the examination of unreadable and

inconsistent of the data collected. Thence, the revision of the data collected could prepare the data collected to be more precise and consistent (Zikmund et al, 2013).

3.6.3 Data Coding

The third procedure of the data processing is data coding. The purpose of data coding is to determine and assert every answer from the questionnaire collected and code the answer with numeral value.

In part A, the questions are concerning with the demographic information, for instance, the first question is concerning with the gender of the target respondents, “Male” is asserted as “1” and “Female” is asserted as “2”. The second question is concerning with the race of the target respondents, “Chinese” is asserted as “1”, “Malay” is asserted as “2”, “Indian” is asserted as “3”, and “Other” is asserted as “4”. The other two questions in part A have also assorted accordingly as well. In this procedure, the data is asserted by employing IBM SPSS Statistics software package.

In part B and C, the options for answers of questions are also assorted accordingly. “Strongly Disagree” is asserted as “1”, “Disagree” is asserted as “2”, “Neutral” is asserted as “3”, “Agree” is asserted as “4”, and “Strongly Agree” is asserted as “5”.

The sample is indicated in the table below:

Part	Name of Variable	Value and Label
A	“Gender”	“Male” --- 1 “Female” ---2
B	“I would like to work with an employer who provides me good promotion opportunities ----- EA1”	“Strongly Disagree” --- 1 “Disagree” ----- 2 “Neutral” ----- 3 “Agree” ----- 4 “Strongly Agree” ----- 5
C	“I perceive that an employer is an attractive employer where I can gain recognition and	“Strongly Disagree” --- 1 “Disagree” ----- 2

	appreciation from management ----- PEA1”	“Neutral” ----- 3
		“Agree” ----- 4
		“Strongly Agree” ----- 5

3.6.4 Data Transcribing

The last procedure of the data processing is data transcribing. The assorted data from the questionnaire collected that coded in IBM SPSS Statistics software package are utilized to analyze and summarize the data after the data processed through IBM SPSS Statistics software package.

3.7 Data Analysis

After the data is acquired and collected, the researcher will analyze the data by IBM SPSS Statistics software package. The data gathered was analyzed statistically by a researcher in order to examine whether the hypotheses generated have been accepted and supported (Sekaran & Bougie, 2016). The definition of data analysis is the application of inference to explain the data gathered. In the data analysis, there are three types of major statistical techniques, namely descriptive analysis, scale measurement (reliability analysis), and inferential analysis (Zikmund et al, 2013).

3.7.1 Descriptive Analysis

Descriptive analysis indicates that the major transformation of data in a manner that explains the fundamental aspects, such as distribution, variability, and central tendency. There are four types of scale measurement, namely ratio scale, interval scale, ordinal scale, and nominal scale. For ratio and interval scale measurement, the data gathered will be transformed into statistics, such as mean, standard deviation, and histogram. In contrast, for ordinal and nominal scale measurement, the data gathered will be transformed into a percentage, frequencies, bar chart.

Based on the research, the descriptive analysis's result will be formed through tables and charts to reveal the patterns of frequencies and percentages. By tables and charts, it allows the researchers and scholars comprehend the details and figures comfortably and conveniently. Moreover, the aspects that will be studied under descriptive analysis comprise gender, race, faculty, and entry qualification. These aspects might be significantly affecting the employer attractiveness in Malaysia.

3.7.2 Scale Measurement (Reliability Analysis)

The dependability of a measure indicates the extent of error free and thereby ensures reliable measurement across the time and across the different items in the research instrument (Sekaran & Bougie, 2016).

Golafshani (2003) has defined the reliability as the degree of the result is persistent over time and an accurate indicator of the entire population in the research. If the outcome of a research is able to be duplicated with the similar research methodology, then it is considered to be reliable.

Cronbach's alpha refers to a reliability coefficient that indicates how well the items in a group are positively related to one another. Cronbach's alpha is computed in terms of the mean of correlations between the items measuring the concept. The closer the value of Cronbach's alpha to 1, the internal consistency reliability is greater (Sekaran & Bougie, 2016).

Sekaran and Bougie (2016) expressed that Cronbach's alpha ranges in value over 0.80 are represented very good reliability, 0.70 to 0.80 are represent good reliability, 0.60 to 0.70 are represent fair reliability, below 0.60 are represent poor reliability.

Table 3.2 Interpretation of Cronbach's Alpha

Level of reliability	Cronbach's alpha ranges
Poor reliability	Less than 0.60
Fair reliability	$0.60 < \alpha < 0.70$
Good reliability	$0.70 < \alpha < 0.80$
Very good reliability	$0.80 < \alpha < 0.95$

Source: Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.

3.7.3 Inferential Analysis

The inferential analysis is referred to the result acquired from sample elements is signifying the aspects of the target population. It assists in building and concluding the relationship between variables. In the inferential analysis, there are two types of analyses have been applied, namely Pearson's Correlation Analysis and Multiple Regression Analysis (Zikmund et al, 2013).

The inferential analysis is a type of data analysis to utilize the results that have been generated from experimental research so as to generalize populations. It entails inferential analysis try to answer the issues regarding samples and populations (Kalla, 2010).

3.7.3.1 Pearson's Correlation Analysis

The objective of Pearson's Correlation Analysis is to explain the significance, direction, and strength of the relationship between two variables. In general, Pearson's Correlation Analysis is utilized to measure ratio and interval variables. (Sekaran & Bougie, 2016).

The result of Pearson's Correlation Analysis can be perfect negative (-1) or perfect positive (+1) correlation, it expresses the perfect correlation among two variables. A zero value indicates that the variables are not linearly associated with each other.

If the result of the coefficient is lower, it is indicated that the smaller the strength of the relationship between two variables. There is a high correlation if the coefficient range is above ± 0.70 if the coefficient range is below ± 0.40 , it represents small correlation.

Table 3.3: Pearson Correlation Coefficients

Coefficient range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007). *Research Methods for Business*. West Sussex: John Wiley Sons.

Hypothesis 1:

There is a significant relationship between interest value and perceived employer attractiveness.

“Pearson Correlation Analysis” is applied for hypothesis 1 because the standard of measurement for both interest value and perceived employer attractiveness are metric scale. Simultaneously, it is one-to-one testing and both variables are continuous variables. Thence, Pearson Correlation Coefficient is the most appropriate analysis to apply.

Hypothesis 2:

There is a significant relationship between social value and perceived employer attractiveness.

“Pearson Correlation Analysis” is applied for hypothesis 2 because of the standard of measurement for both social value and perceived employer attractiveness are metric scale. Simultaneously, it is one-to-one testing and both variables are continuous variables. Thence, Pearson Correlation Coefficient is the most appropriate analysis to apply.

Hypothesis 3:

There is a significant relationship between application value and perceived employer attractiveness.

“Pearson Correlation Analysis” is applied for hypothesis 3 because the standard of measurement for both application value and perceived employer attractiveness are metric scale. Simultaneously, it is one-to-one testing and both variables are continuous variables. Thence, Pearson Correlation Coefficient is the most appropriate analysis to apply.

Hypothesis 4:

There is a significant relationship between economic value and perceived employer attractiveness.

“Pearson Correlation Analysis” is applied for hypothesis 4 because of the standard of measurement for both economic value and perceived employer attractiveness are metric scale. Simultaneously, it is one-to-one testing and both variables are continuous variables. Thence, Pearson Correlation Coefficient is the most appropriate analysis to apply.

Hypothesis 5:

There is a significant relationship between development value and perceived employer attractiveness.

“Pearson Correlation Analysis” is applied for hypothesis 5 because the standard of measurement for both development value and perceived employer attractiveness are metric scale. Simultaneously, it is one-to-one testing and both variables are a continuous variable. Thence, Pearson Correlation Coefficient is the most appropriate analysis to apply.

3.7.3.2 Multiple Regression Analysis

Multiple Regression Analysis is defined by Zikmund et al (2013) as an enhancement of simple regression analysis which allowing a metric dependent variable to be predicted by multiple independent variables. The purpose of Multiple Regression Analysis is to explore the effects of several independent variables on dependent variable concurrently.

Hypothesis 6:

There is a significant relationship between interest value, social value, application value, economic value, development value, and perceived employer attractiveness.

“Multiple Linear Regression Analysis” is applied for hypothesis 6 because the standard of measurement for interest value, social value, application value, economic value, and development value are metric scale as well as perceived employer attractiveness is also metric scale. Since interest value, social value, application value, economic value, and development value have more than two groups of samples, thus the most appropriate analysis would be multiple linear regressions.

3.8 Conclusion

The research methodology has mentioned the procedures how the data were collected for analysis. The type of data analysis is also specified in chapter 3 and the application of sampling technique is also discussed.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

The data that have been gathered is explored by IBM SPSS Statistics software package. Tables and pie charts are utilized to demonstrate the descriptive analysis. Afterwards, it is accompanied by the reliability analysis and the Cronbach's alpha ranges. Next, there are inferential analyses through applying "Pearson's Correlation Analysis" and "Multiple Linear Regression Analysis".

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

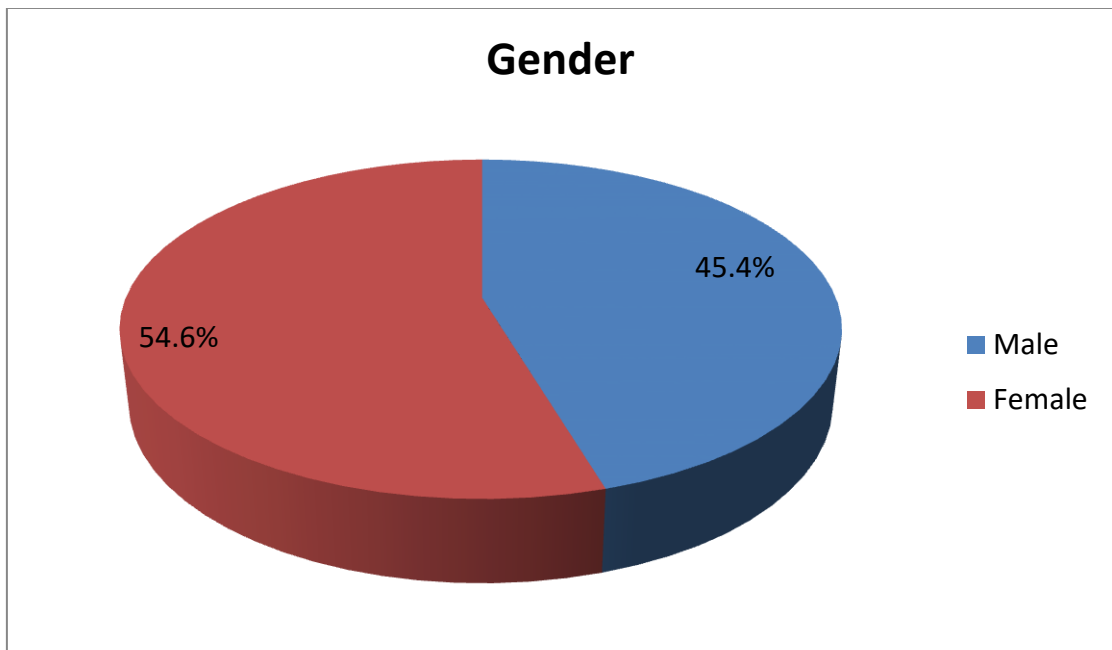
4.1.1.1 Gender

Table 4.1: Gender of Respondents

	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Male	169	45.4	169	45.4
Female	203	54.6	372	100
Total	372	100	372	100

Source: Developed for the research

Figure 4.1: Gender of Respondents



Source: Developed for the research

Both of table 4.1 and figure 4.1 illustrate the highest number of respondents are female with 54.6% and 45.4% are male. Thence, the number of female respondents are 203 and 169 are male respondents.

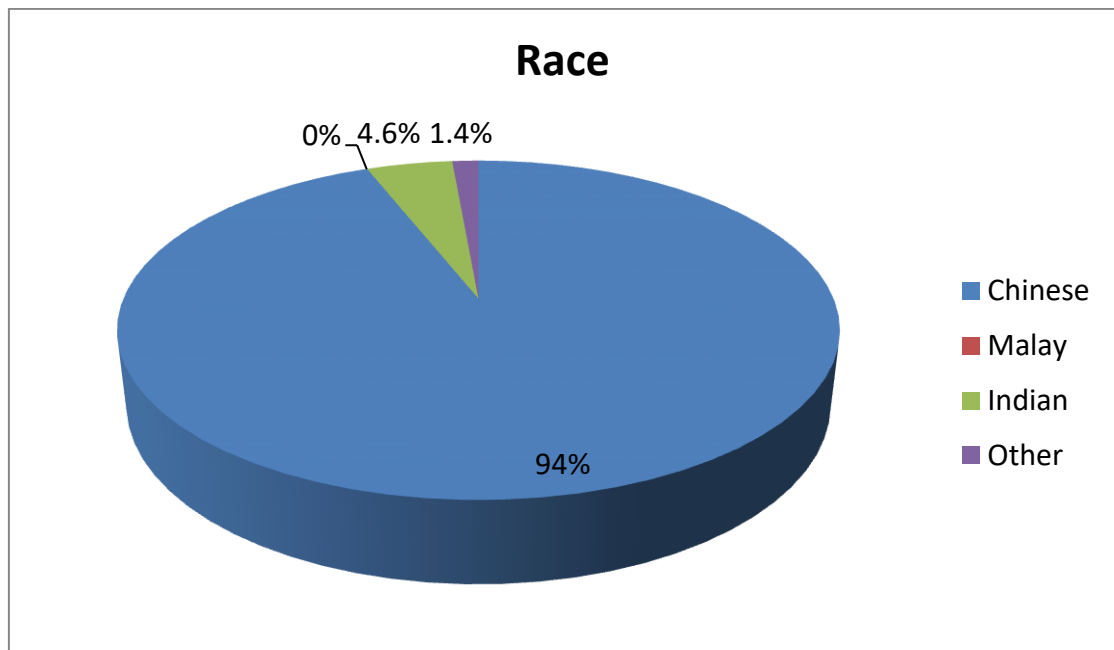
4.1.1.2 Race

Table 4.2: Race of Respondents

	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Chinese	350	94	350	94
Malay	0	0	350	94
Indian	17	4.6	367	98.6
Other	5	1.4	372	100
Total	372	100	372	100

Source: Developed for the research

Figure 4.2: Race of Respondents



Source: Developed for the research

Table 4.2 and figure 4.2 are illustrating the race of respondents. The highest number of respondents is Chinese with 350 respondents or 94%, while Indians respondents are the second highest with 17 respondents or 4.6%. The third highest number of respondents is other races with 5 respondents or 1.4%. None of the respondents are Malay.

4.1.1.3 Faculty

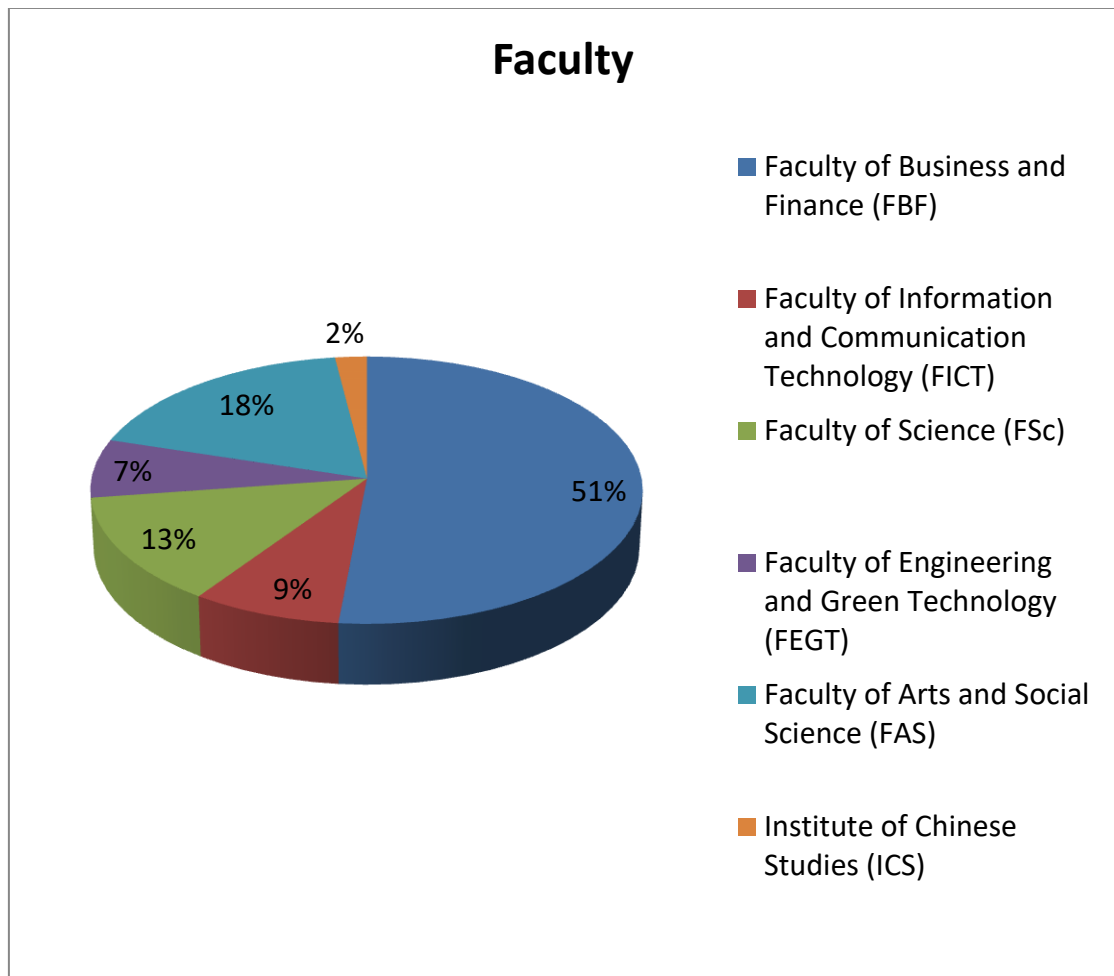
Table 4.3: Faculty

	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Faculty of Business and Finance (FBF)	190	51	190	51

Faculty of Information and Communication Technology (FICT)	34	9	224	60
Faculty of Science (FSc)	48	13	272	73
Faculty of Engineering and Green Technology (FEGT)	26	7	298	80
Faculty of Arts and Social Science (FAS)	67	18	365	98
Institute of Chinese Studies (ICS)	7	2	372	100
Total	372	100	372	100

Source: Developed for the research

Figure 4.3 Faculty



Source: Developed for the research

Table 4.3 and figure 4.3 are illustrating the number of students from each faculty in the UTAR Kampar campus. The highest number of respondents is from Faculty of Business and Finance (FBF) which are 51% or equivalent to 190 students. Following by student from Faculty of Arts and Social Science (FAS) are 18% or 67 students. The number of respondents from Faculty of Science (FSc) and Faculty of Information and Communication Technology (FICT) are 13% and 9% or 48 and 34 respondents respectively. The number of respondents from Faculty of Engineering and Green Technology (FEGT) is 7% or 26 students. The lowest number of respondents is from Institute of Chinese Studies (ICS) which is only 2% or 7 students.

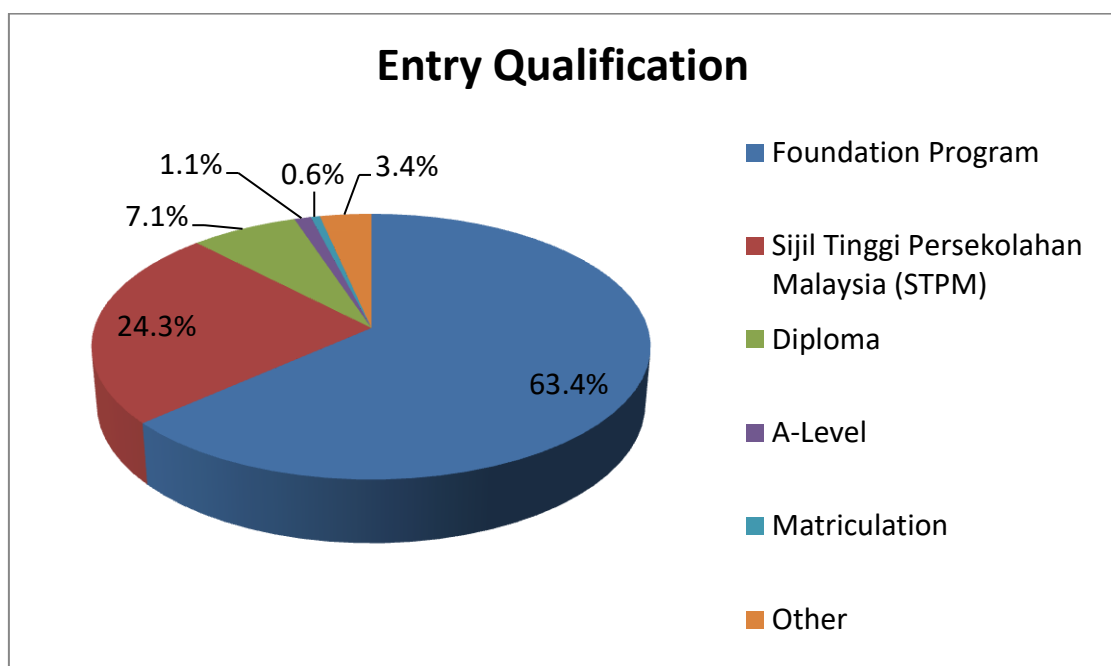
4.1.1.4 Entry Qualification

Table 4.4: Entry Qualification of Respondents

	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Foundation Program	236	63.4	236	63.4
Sijil Tinggi Persekolahan Malaysia (STPM)	90	24.3	326	87.7
Diploma	27	7.1	353	94.9
A-Level	4	1.1	357	96.0
Matriculation	2	0.6	359	96.6
Other	13	3.4	372	100
Total	372	100	372	100

Source: Developed for the research

Figure 4.4 Entry Qualifications of Respondents



Source: Developed for the research

Table and pie chart above is illustrating the number of respondents with different entry qualifications. Based on the table, most of the students are the entry with UTAR Foundation Program, which are 236 students or 63.4%. Following by Sijil Tinggi Persekolahan Malaysia (STPM) are 90 students or 24.3%, Diploma is 27 students or 7.1%, another qualification is 13 students or 3.4%. A number of students with A-Level is 4 or 1.1%. The least number are students who entry with Matriculation which is only 2 students or 0.6%.

4.1.2 Central Tendencies Measurement of Constructs

4.1.2.1 Interest Value

Table 4.5: Central Tendencies Measurement of Constructs: Interest Value

Statements	Percentage (%)					Mean	Stand. Dev	Rank
	SD	D	N	A	SA			
1. "I would like to work with an innovative employer who applies novel practices/forward-thinking."	0	0	9.1	57.4	33.4	4.24	0.606	4
2. "I would like to work with an employer who appreciates and utilizes my creativity."	0	0.9	1.4	57.1	40.6	4.37	0.561	1
3. "I would like to work with an employer who produces excellent products and services."	0	0.9	6.0	55.1	38.0	4.30	0.619	3

4. "I would like to work with an employer who produces innovative products and services."	0	0.9	4.3	55.1	39.7	4.34	0.601	2
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Source: Developed for the research

The table above indicates the percentage, mean, and standard deviation of respondents concerning interest value.

There are four components included in the table above. The statement of "I would like to work with an employer who appreciates and utilizes my creativity." is ranked with the highest mean value of 4.37. There are 57.1% of respondents selected "Agree", followed by 40.6% of respondents who picked "Strongly Agree" on this statement and 1.4% of respondents choose "Neutral". There are 0.9% of respondents voted "Disagree" and none of the respondents selected "Strongly Disagree" with this statement.

The second highest ranking of statement is "I would like to work with an employer who produces innovative products and services." which gain the mean value of 4.34. There are 55.1% of respondents voted "Agree" with this statement and 39.7% of respondents selected "Strongly Agree", followed by 4.3% of respondents voted "Neutral". 0.9% of respondents choose "Disagree" and none of the respondents selected "Strongly Disagree".

The third highest ranking of statement is "I would like to work with an employer who produces excellent products and services." which gain the mean value of 4.30. There are 55.1% of respondents selected "Agree" with this statement and 38.0% of respondents selected "Strongly Agree", followed by 6.0% of respondents voted "Neutral". 0.9% of respondents choose "Disagree" and none of the respondents picked "Strongly Disagree".

The lowest ranking of statement is "I would like to work with an innovative employer who applies novel practices/forward-thinking." which scores the mean of 4.24. Majority of 57.4% among the respondents picked "Agree" with this

statement, and 33.4% of respondents choose “Strongly Agree” on this statement, followed by 9.1% of respondents voted “Neutral” selected ‘Strongly Disagree’ with this statement. None of the respondents selected “Disagree” and “Strongly Disagree” with this statement.

The statement “I would like to work with an employer who produces excellent products and services.” has the highest “Standard Deviation” which the value is 0.619. The second highest ranking of “Standard Deviation” is belonged to the statement of “I would like to work with an innovative employer who applies novel practices/forward-thinking.” with the value of 0.606. The statement “I would like to work with an employer who produces innovative products and services.” is the third highest ranking of “Standard Deviation”, which scores the value of 0.601. The lowest “Standard Deviation” statement is “I would like to work with an employer who appreciates and utilizes my creativity.” which being scores 0.561.

4.1.2.2 Social Value

Table 4.6: Central Tendencies Measurement of Constructs: Social Value

Statements	Percentage (%)					Mean	Stand. Dev	Rank
	SD	D	N	A	SA			
1. “I would like to work with an employer where I can have a friendly relationship with my colleagues.”	0	0.9	2.6	38.6	58.0	4.54	0.594	2
2. “I would like to work with an employer where I can have a friendly relationship with my	0	0.9	7.7	44.3	47.1	4.38	0.665	4

superiors.”								
3. “I would like to work with an employer who provides me a happy work environment.”	0	0.9	3.1	28.3	67.7	4.63	0.591	1
4. “I would like to work with an employer who provides me a fun working environment.”	0	1.7	8.6	32.9	56.9	4.45	0.723	3

Source: Developed for the research

The table above indicates the percentage, mean, and standard deviation of respondents concerning social value.

There are four components included in the table above. Statement “I would like to work with an employer who provides me a happy work environment.” gets the highest mean value of 4.63. There are 67.7% of respondents choose “Strongly Agree” with this statement, 28.3% of respondents choose “Agree”. There are 3.1% of respondents choose “Neutral” and 0.9% of respondents choose “Disagree”. None of the respondents choose “Strongly Disagree” with this statement.

The second highest ranking statement is “I would like to work with an employer where I can have a friendly relationship with my colleagues.” which gets the mean value of 4.54. 58.0% of respondents selected “Strongly Agree” with this statement, 38.6% choose “Agree”, and 2.6% of respondents selected “Neutral”. There are 0.9% of respondents selected “Disagree” and none of the respondents are “Strongly Disagree” with this statement.

The third highest ranking statement is “I would like to work with an employer who provides me a fun working environment.” with a mean value of 4.45. 56.9% of respondents voted “Strongly Agree”, 32.9% selected “Agree”, and 8.6%

choose “Neutral”. There are 1.7% of respondents voted “Disagree” with this statement and none of the respondents selected “Strongly Disagree”.

The lowest ranking of mean score statement is “I would like to work with an employer where I can have a friendly relationship with my superiors.” with mean value 4.38. 47.1% of respondents voted “Strongly Agree”, 44.3% of respondents “Agree”, and 7.7% of respondents are voted “Neutral” with this statement”. There are 0.9% of respondents voted “Disagree” and none of the respondents voted ‘Strongly Disagree’ with this statement.

“I would like to work with an employer who provides me a fun working environment.” statement has the highest “Standard Deviation” value of 0.723, followed by “I would like to work with an employer where I can have a friendly relationship with my superiors.” statement with the “Standard Deviation” value of 0.665. The statement “I would like to work with an employer where I can have a friendly relationship with my colleagues.” is the third highest ranking of ‘Standard Deviation’, which scores the value of 0.594. The lowest “Standard Deviation” statement is “I would like to work with an employer who provides me a happy work environment.” with the value of 0.591.

4.1.2.3 Application Value

Table 4.7: Central Tendencies Measurement of Constructs: Application Value

Statements	Percentage (%)					Mean	Stand. Dev	Rank
	SD	D	N	A	SA			
1. “I would like to work with a humanitarian employer who contributes to the society.”	0	1.4	23.1	49.7	25.7	4.00	0.740	1
2. “I would like to	3.4	2.9	19.7	45.4	28.6	3.93	0.950	3

work with an employer who provides me the opportunity to apply what was learned in university.”								
3. “I would like to work with an employer who provides me the opportunity to teach others what I have learned.”	0	2.9	20.6	53.7	22.9	3.97	0.741	2
4. “I would like to work with an employer who is customer-orientated.”	0.9	6.6	32.0	41.4	19.1	3.71	0.879	4

Source: Developed for the research

The table above indicates the percentage, mean, and standard deviation of respondents concerning application value.

There are four components included in the table above. The statement with the highest mean value is “I would like to work with a humanitarian employer who contributes to the society.” with a mean value of 4.00. There is 49.7% of the respondents choose “Agree”. Followed by 25.7% of respondents picked “Strongly Agree”, 23.1% of respondents selected “Neutral”, and 1.4% of respondents choose “Disagree”. None of the respondents selected “Strongly Disagree” with this statement.

The second highest ranking of statement is “I would like to work with an employer who provides me the opportunity to teach others what I have learned.” which scores the mean 3.97. There is 53.7% of respondents selected “Agree”.

Followed by 22.9% of respondents picked “Strongly Agree”, 20.6% of respondents selected “Neutral”, and 2.9% of respondents picked “Disagree”. In this statement, there are none of the respondents selected “Strongly Disagree”.

The third highest ranking of statement is “I would like to work with an employer who provides me the opportunity to apply what was learned in university.” with the mean value of 3.93. There are 45.4% of the respondents selected “Agree” with this statement. Followed by 28.6% of respondents choose “Strongly Agree” and 19.7% of the respondents picked “Neutral”. 3.4% of the respondents selected “Strongly Disagree” with the statement and 2.9% of the respondents picked “Disagree”.

The lowest ranking score of mean is the statement of “I would like to work with an employer who is customer-orientated.” with 3.71. There are 41.4% of the respondents selected “Agree”, 32.0% of the respondents picked “Neutral”. 19.1% of the respondents selected “Strongly Agree”, 6.6% of the respondents picked “Disagree”, and 0.9% of the respondents voted “Strongly Disagree” with the statement.

The statement “I would like to work with an employer who provides me the opportunity to apply what was learned in university.” has the highest “Standard Deviation” value which is 0.950. The second highest ranking of “Standard Deviation” value is 0.879 which belongs to the statement of “I would like to work with an employer who is customer-orientated.” Followed by statement “I would like to work with an employer who provides me the opportunity to teach others what I have learned.” with the “Standard Deviation” value of 0.741. The lowest value statement of “Standard Deviation” is “I would like to work with a humanitarian employer who contributes to the society.” with the value of 0.740.

4.1.2.4 Economic Value

Table 4.8: Central Tendencies Measurement of Constructs: Economic Value

Statements	Percentage (%)	Mean	Stand.	Rank
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	SD	D	N	A	SA		Dev	
1. "I would like to work with an employer who provides me good promotion opportunities."	0.9	1.7	6.3	47.1	44.0	4.32	0.741	2
2. "I would like to work with an employer who provides me an above average basic salary."	0	0.6	7.7	45.1	46.6	4.38	0.652	1
3. "I would like to work with an employer who provides me an attractive comprehensive compensation package."	0.9	0	10.6	46.6	42.0	4.29	0.722	3
4. "I would like to work with an employer who provides me job security within the organization."	0	2.0	4.0	53.7	40.3	4.32	0.648	2

Source: Developed for the research

The table above indicates the percentage, mean, and standard deviation of respondents concerning economic value.

There are four components included in the table above. The statement “I would like to work with an employer who provides me an above average basic salary.” is ranked with the highest mean value of 4.38. Most of the respondents strongly agree with this, which score 46.6%, followed by 45.1% of the respondents who voted “Agree” on this statement. There are 7.7% of the respondents are “Neutral” and 0.6% of the respondents are “Disagree”. None of the respondents voted “Strongly Disagree” on this statement.

The second highest ranking of statement is “I would like to work with an employer who provides me job security within the organization.” and “I would like to work with an employer who provides me good promotion opportunities.” which gains the mean value of 4.32. 53.7% / 47.1% of the respondents are agreed with this, followed by 40.3% / 44.0% which are “Strongly Agree” and 4.0% / 6.3% are “Neutral”. There are 2.0% / 1.7% of the respondents are “Disagree” and 0.9% of the respondents voted “Strongly Disagree” on “I would like to work with an employer who provides me good promotion opportunities.”.

The last ranking of statement is “I would like to work with an employer who provides me an attractive comprehensive compensation package.” and it gains of mean value 4.29. 46.6% of the respondents are agreed with this and 42.0% are “Strongly Agree” on it. 10.6% are “Neutral” among the respondents. It is followed by 0.9% of the respondents is ‘Strongly Disagree’ and none of the respondents are “Disagree” on this statement.

The statement “I would like to work with an employer who provides me good promotion opportunities.” scores the highest “Standard Deviation” value of 0.741. Followed by the statement of “I would like to work with an employer who provides me an attractive comprehensive compensation package.” is the second highest ranking of “Standard Deviation” which the value is 0.722. The third highest ranking of “Standard Deviation” is belonged to the statement of “I would like to work with an employer who provides me an above average basic salary.” with the value of 0.652. The lowest ‘Standard Deviation’ is being scored by the statement of “I would like to work with an employer who provides me job security within the organization.” which being scores 0.648.

4.1.2.5 Development Value

Table 4.9: Central Tendencies Measurement of Constructs: Development Value

Statements	Percentage (%)					Mean	Stand. Dev	Rank
	SD	D	N	A	SA			
1. "I would have a feeling of more self-confident because of working for a particular employer."	1.7	2.3	26.3	44.0	25.7	3.90	0.870	4
2. "I would have a good feeling about myself because of working for a particular employer."	0.9	1.4	28.3	44.9	24.6	3.91	0.810	3
3. "I would like to work with an employer where I can gain career-enhancing experience."	0.9	0.9	3.4	47.1	47.7	4.40	0.681	1
4. "I would like to work with an employer who provides me a springboard for my future employment."	0	2.6	4.3	51.7	41.4	4.32	0.677	2

Source: Developed for the research

The table above indicates the percentage, mean, and standard deviation of respondents concerning development value.

There are four components included in the table above. The statement of “I would like to work with an employer where I can gain career-enhancing experience.” is ranked with the highest mean score of 4.40. Most of the respondents strongly agree with this, which score 47.7%, followed by 47.1% of the respondents who voted “Agree” and 3.4% of the respondents voted “Neutral. There are 0.9% of the respondents choose “Disagree” and also 0.9% of the respondents choose “Strongly Disagree”.

The second highest ranking of statement is “I would like to work with an employer who provides me a springboard for my future employment.” which gains the mean value of 4.32. 51.7% of the respondents are agreed with this, followed by 41.4% which is “Strongly Agree” and 4.3% are “Neutral” with this. There are 2.6% of the respondents are “Disagree” and none of the respondents voted ‘Strongly Disagree’ on this statement.

The third highest ranking of statement is “I would have a good feeling about myself because of working for a particular employer.” and it gains 3.91 of the mean value. 44.9% of the respondents are agreed with this and 28.3% are “Neutral” on it. 24.6% are “Strongly Agree”. It is followed by 1.4% of the respondents are ‘Disagree’ and 0.9% of the respondents are “Strongly Disagree” on this statement.

The last ranking of statement is “I would have a feeling of more self-confident because of working for a particular employer.”. The mean of this statement is being scored as 3.90. Majority of the respondents which are 44.0% voted “Agree” with this statement, while 26.3% of the respondents voted “Neutral” with this statement. Following by 25.7% of the respondents voted “Strongly Agree”, 2.3% of the respondents voted “Disagree”, and 1.7% of the respondents voted ‘Strongly Disagree’ regarding this statement.

The statement “I would have a feeling of more self-confident because of working for a particular employer.” scores the highest “Standard Deviation” value of 0.870. Followed by the statement of “I would have a good feeling about myself

because of working for a particular employer.” is the second highest ranking of “Standard Deviation” which the value is 0.810. The third highest ranking of “Standard Deviation” is belonged to the statement of “I would like to work with an employer where I can gain career-enhancing experience.” with the value of 0.681. The lowest ‘Standard Deviation’ is being scored by the statement of “I would like to work with an employer who provides me a springboard for my future employment.” which being scores 0.677.

4.1.2.6 Perceived Employer Attractiveness

Table 4.10: Central Tendencies Measurement of Constructs: Perceived Employer Attractiveness

Statements	Percentage (%)					Mean	Stand. Dev	Rank
	SD	D	N	A	SA			
1. “I perceive that an employer who provides me an exciting, challenging and energetic environment as an attractive employer.”	0	3.4	13.7	47.1	35.7	4.15	0.781	3
2. “I perceive that an employer is an attractive employer where I can work with encouraging and supportive colleagues.”	0	1.7	7.7	50.0	40.6	4.29	0.683	2
3. “I perceive that an	0	1.4	6.9	52.9	38.9	4.29	0.656	2

employer who provides me the sense of acceptance and belongingness as an attractive employer.”								
4. “I perceive that an employer is an attractive employer where I can hand-on inter-departmental experience.”	0.9	1.7	19.4	50.6	27.4	4.02	0.785	4
5. “I perceive that an employer is an attractive employer where I can gain recognition and appreciation from management.”	0.9	1.7	8.3	45.1	44.0	4.30	0.763	1

Source: Developed for the research

The table above indicates the percentage, mean, and standard deviation of respondents concerning perceived employer attractiveness.

There are five components included in the table above. Statement “I perceive that an employer is an attractive employer where I can gain recognition and appreciation from management.” gets the highest mean value of 4.30. There are 45.1% of the respondents selected “Agree”, 44.0% selected “Strongly Agree”, 8.3% choose “Neutral”. 1.7% of the respondents are “Disagree and 0.9% of the respondents are “Strongly Disagree” with this statement.

The statement of “I perceive that an employer is an attractive employer where I can work with encouraging and supportive colleagues.” and “I perceive that an employer who provides me the sense of acceptance and belongingness as an

attractive employer.” which ranked the second with a mean value of 4.29. 50.0% / 52.9% of the respondents selected “Agree”, 40.6% / 38.9% of the respondents are selected “Strongly Agree”, and 7.7% / 6.9% of the respondents are “Neutral” and none of respondents are “Strongly Disagree” with this statement.

The third highest ranking statement is “I perceive that an employer who provides me an exciting, challenging and energetic environment as an attractive employer.” with a mean value of 4.15. 47.1% of the respondents are “Agree” with this statement, 35.7% are “Strongly Agree”, and 13.7% are “Neutral”. 3.4% of the respondents are “Disagree” and none of the respondents selected “Strongly Disagree”.

The lowest ranking of statement is “I perceive that an employer is an attractive employer where I can hand-on inter-departmental experience.” with a mean value of 4.02. 50.6% of the respondents choose “Agree”, 27.4% are “Strongly Agree”, and 19.4% are “Neutral”. There are 1.7% of the respondents are “Disagree” and 0.9% of the respondents are “Strongly Disagree” with this statement.

The statement “I perceive that an employer is an attractive employer where I can hand-on inter-departmental experience.” has the highest standard deviation value of 0.785, followed by “I perceive that an employer who provides me an exciting, challenging and energetic environment as an attractive employer.” statement with the second ranking with “Standard Deviation” value of 0.781. The third ranking of “Standard Deviation” is belonged to the statement of “I perceive that an employer is an attractive employer where I can gain recognition and appreciation from management.” with the value of 0.763. The fourth ranking “Standard Deviation” statement is “I perceive that an employer is an attractive employer where I can work with encouraging and supportive colleagues.” with the value of 0.683. The lowest ranking of “Standard Deviation” statement is “I perceive that an employer who provides me the sense of acceptance and belongingness as an attractive employer.” with the value of 0.656.

4.2 Scale Measurement (Reliability Analysis)

The actual reliability test is generated via IBM SPSS Statistics software package to explore the consistency of all the variables, namely interest value, social value, application, economic value, development value, and perceived employer attractiveness.

Table 4.11: Scale Measurement (Reliability Analysis)

Variables	Cronbach's Alpha (Pilot Study)	Cronbach's Alpha (Actual Study)
Interest Value	0.748	0.804
Social Value	0.792	0.716
Application Value	0.653	0.666
Economic Value	0.790	0.722
Development Value	0.800	0.756
Perceived employer attractiveness	0.792	0.798

Source: Developed for the research

The table above indicates that all the variables have very good, good, and fair reliability. The interest value has very good reliability which the Cronbach's Alpha value is 0.804. The social value, economic value, development value, and perceived employer attractiveness have good reliability which the Cronbach's Alpha value is 0.716, 0.722, 0.756, and 0.798 respectively. The application value has fair reliability which the Cronbach's Alpha value is 0.666.

4.3 Inferential Analyses

4.3.1 Pearson Correlation Analysis

4.3.1.1 Hypothesis 1

Table 4.12: Correlation between Interest Value and Perceived Employer Attractiveness

Correlations			
	IV	EA	
IV	Pearson Correlation	1	.369**
	Sig. (2-tailed)		.000
	N	372	372
EA	Pearson Correlation	.369**	1
	Sig. (2-tailed)	.000	
	N	372	372

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

Source: Developed for the research

H_0 : There is no significant relationship between interest value and perceived employer attractiveness.

H_1 : There is a significant relationship between interest value and perceived employer attractiveness.

The table above indicates that the result of Pearson Correlation Analysis. The positive and significant relationship between interest value and perceived employer attractiveness are demonstrated by the positive value of “Correlation Coefficient” and “P-value” of less than 0.01. The “Correlation Coefficient” is +0.369. This shows that when interest value is high, the perceived employer attractiveness is high. The “Correlation Coefficient” value is +0.369 which is within the range from ± 0.21 to ± 0.40 . Thence, there is a small but definite relationship between interest value and perceived employer attractiveness.

4.3.1.2 Hypothesis 2

Table 4.13: Correlation between Social Value and Perceived Employer Attractiveness

Correlations			
	SV	EA	
SV	Pearson Correlation	1	.600**
	Sig. (2-tailed)		.000
	N	372	372
EA	Pearson Correlation	.600**	1
	Sig. (2-tailed)	.000	
	N	372	372

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

Source: Developed for the research

H_0 : There is no significant relationship between social value and perceived employer attractiveness.

H_1 : There is a significant relationship between social value between perceived employer attractiveness.

The table above indicates the result of Pearson Correlation Analysis. The positive and significant relationship between social value and perceived employer attractiveness are demonstrated by the positive value of “Correlation Coefficient” and “P-value” of less than 0.01. The “Correlation Coefficient” is +0.600. This shows that when the social value is high, the perceived employer attractiveness is high. The “Correlation Coefficient” value is +0.600 which is within the range from ± 0.41 to ± 0.70 . Thence, there is a moderate relationship between social value and perceived employer attractiveness.

4.3.1.3 Hypothesis 3

Table 4.14: Correlation between Application Value and Perceived Employer Attractiveness

Correlations			
	AV	EA	
AV	Pearson Correlation	1	.398**
	Sig. (2-tailed)		.000
	N	372	372
EA	Pearson Correlation	.398**	1
	Sig. (2-tailed)	.000	
	N	372	372

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

Source: Developed for the research

H_0 : There is no significant relationship between application value and perceived employer attractiveness.

H_1 : There is a significant relationship between application value and perceived employer attractiveness.

The table above indicates the result of Pearson Correlation Analysis. The positive and significant relationship between application value and perceived employer attractiveness are demonstrated by the positive value of “Correlation Coefficient” and “P-value” of less than 0.01. The “Correlation Coefficient” is +0.398. This shows that when the application value is high, the perceived employer attractiveness is high. The “Correlation Coefficient” value is +0.398 which is within the range from ± 0.21 to ± 0.40 . Thence, there is a small but definite relationship between application value and perceived employer attractiveness.

4.3.1.4 Hypothesis 4

Table 4.15: Correlation between Economic Value and Perceived Employer Attractiveness

Correlations			
	EV	EA	
EV	Pearson Correlation	1	.448**
	Sig. (2-tailed)		.000
	N	372	372
EA	Pearson Correlation	.448**	1
	Sig. (2-tailed)	.000	
	N	372	372

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

Source: Developed for the research

H₀: There is no significant relationship between economic value and perceived employer attractiveness.

H₁: There is a significant relationship between economic value and perceived employer attractiveness.

The table above indicates the result of Pearson Correlation Analysis. The positive and significant relationship between economic value and perceived employer attractiveness are demonstrated by the positive value of “Correlation Coefficient” and “P-value” of less than 0.01. The “Correlation Coefficient” is +0.448. This shows that when the economic value is high, the perceived employer attractiveness is high. The “Correlation Coefficient” value is +0.448 which is within the range from ± 0.41 to ± 0.70 . Thence, there is a moderate relationship between economic value and perceived employer attractiveness.

4.3.1.5 Hypothesis 5

Table 4.16: Correlation between Development Value and Perceived Employer Attractiveness

Correlations		
	DV	EA
DV	Pearson Correlation	1
	Sig. (2-tailed)	.484**
	N	372
EA	Pearson Correlation	.484**
	Sig. (2-tailed)	1
	N	372

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

Source: Developed for the research

H_0 : There is no significant relationship between development value and perceived employer attractiveness.

H_1 : There is a significant relationship between development value and perceived employer attractiveness.

The table above indicates the result of Pearson Correlation Analysis. The positive and significant relationship between development value and perceived employer attractiveness are demonstrated by the positive value of “Correlation Coefficient” and “P-value” of less than 0.01. The “Correlation Coefficient” is +0.484. This shows that when the development value is high, the perceived employer attractiveness is high. The “Correlation Coefficient” value is +0.484 which is within the range from ± 0.41 to ± 0.70 . Thence, there is a moderate relationship between development value and perceived employer attractiveness.

4.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis to describe variance in a dependent variable through more than one independent variable.

H_0 : There is no significant relationship between interest value, social value, application value, economic value, development value, and perceived employer attractiveness.

H_1 : There is significant relationship between interest value, social value, application value, economic value, development value, and perceived employer attractiveness.

Table 4.17: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.601	5	9.920	62.275	.000 ^b
	Residual	54.798	344	.159		
	Total	104.399	349			

a. Dependent Variable: EA

b. Predictors: (Constant), DV, IV, SV, AV, EV

Source: Developed for the research

From the table above, the “P-value” is 0.000 which is less than the “Alpha Value” 0.01. Thence, the F-statistic is significant. Thence, the model proposed is an excellent descriptor of the connection between interest value, social value, application value, economic value, development value, and perceived employer attractiveness. Therefore, interest value, social value, application value, economic value, and development value are significant to describe the perceived employer attractiveness.

Table 4.18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.475	.467	.39912

a. Predictors: (Constant), DV, IV, SV, AV, EV

Source: Developed for the research

The R square is the percentage or value of the independent variables can describe the variation in the dependent variable. The higher of the R square value indicates the higher of the value of independent variables can describe the dependent variable. The value of the R square in this research project is 0.475. It expresses that the independent variables (interest value, social value, application value, economic value, and development value) can describe 47.5% of the variation in the dependent variable (perceived employer attractiveness). However, there are 52.5% left undescribed in this research project. Thence, there are other additional elements that are significant in describe the perceived employer attractiveness.

Table 4.19: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.267	.268		-.995	.321	-.794	.261
IV	.174	.049	.151	3.536	.000	.077	.271
SV	.509	.051	.442	10.022	.000	.409	.609
AV	.117	.044	.126	2.665	.008	.031	.204
EV	.142	.054	.133	2.621	.009	.035	.249
DV	.087	.050	.093	1.740	.083	-.011	.186

a. Dependent Variable: EA

Source: Developed for the research

Interest value is significant to describe the dependent variable (perceived employer attractiveness) for this research project as the “P-value” is 0.000 which is less than the “Alpha Value” 0.05.

Social value is significant to describe the dependent variable (perceived employer attractiveness) for this research project as the “P-value” is 0.000 which is less than the “Alpha Value” 0.05.

Application value is significant to describe the dependent variable (perceived employer attractiveness) for this research project as the ‘P-value’ is 0.008 which is less than the “Alpha Value” 0.05.

Economic value is significant to describe the dependent variable (perceived employer attractiveness) for this research project as the “P-value” is 0.009 which is less than the “Alpha Value” 0.05.

Development value is not significant to describe the dependent variable (perceived employer attractiveness) for this research project as the “P-value” is 0.083 which is more than the “Alpha Value” 0.05.

Regression Equation:

$$\hat{Y} = \alpha + b_1 (x_1) + b_2 (x_2) + b_3 (x_3) + b_4 (x_4) + b_5 (x_5)$$

Perceived Employer Attractiveness = -0.267 + 0.174 (Interest Value) + 0.509 (Social Value) + 0.117 (Application Value) + 0.142 (Economic Value) + 0.087 (Development Value)

The social value is the predictor variable that dedicates the highest to the variation of the perceived employer attractiveness with the highest parameter estimate of 0.509. The second contributor to the variation of the perceived employer attractiveness is interest value with parameter estimate of 0.174. The third highest contributor to the variation of the perceived employer attractiveness is economic value with parameter estimate of 0.142. The fourth highest contributor to the variation of the perceived employer attractiveness is application value with parameter estimate of 0.117. The lowest contributor to the variation of the perceived employer attractiveness is development value with parameter estimate of 0.087.

4.4 Conclusion

In conclusion, this chapter offers the analysis generated from the data collected from the questionnaire. The data collected is analyzed by descriptive, reliability, and inferential analysis through employing the IBM SPSS Statistics software package. Afterwards, the result of the analyses in chapter 4 will be discussed in chapter 5.

CHAPTER 5: DISCUSSION, CONCLUSION & IMPLICATIONS

5.0 Introduction

In this chapter, the discussion of the analysis of the data will be demonstrated. The discussion is concerned on whether the hypotheses are accepted or not. Next, the implications and limitations of the research, and recommendations for future research are also discussed. Finally, the entire research project will be discussed at the end of this chapter.

5.1 Summary of Statistical Analyses

5.1.1 Summary of Descriptive Analysis

Survey questionnaires were distributed to 372 undergraduate students studying in Faculty of Business and Finance (FBF), Faculty of Information and Communication Technology (FICT), Faculty of Science (FSc), Faculty of Engineering and Green Technology (FEGT), Faculty of Arts and Social Science (FAS), and Institute of Chinese Studies (ICS) which are situated in UTAR Kampar campus. The result of the survey questionnaires indicates that 203 respondents are female (54.6%) and 169 (45.4%) respondents are male. There are 350 (94%) respondents are Chinese, 17 (4.6%) respondents are Indians, 5 (1.4%) respondents are other races, and there have not Malay respondents.

Most of the respondents are from the Faculty of Business and Finance (FBF), which is 190 (51%) respondents. 67 (18%) respondents are from Faculty of Arts and Social Science (FAS), 48 (13%) respondents are from Faculty of Science (FSc), and 34 (9%) respondents are from Faculty of Information and Communication Technology (FICT). 26 (7%) respondents are from Faculty of Engineering and Green Technology (FEGT) and 7 (2%) respondents are from Institute of Chinese Studies (ICS).

Majority of the respondents are entry with Foundation program, which are 236 respondents or 63.4% of the entire respondents. 90 (24.3%) respondents are entry with Sijil Tinggi Persekolahan Malaysia (STPM), 27 (7.1%) respondents are entry with Diploma, 13 (3.4%) respondents are entry with other academic qualification, and 4 (1.1%) respondents are entry with A-Level. There is only 2 (0.6%) respondents entry from Matriculation.

5.1.2 Central Tendencies Measurement of Construct

In the aspect of interest value, the statement “I would like to work with an employer who appreciates and utilizes my creativity.” has the highest mean which is 4.37, followed by “I would like to work with an employer who produces innovative products and services.” which is 4.34. The statement with the lowest mean is “I would like to work with an innovative employer who applies novel practices/forward-thinking.” which is 4.24. Meanwhile, “I would like to work with an employer who produces excellent products and services.” has the highest “Standard Deviation” value which is 0.619. The statement with the lowest “Standard Deviation” is “I would like to work with an employer who appreciates and utilizes my creativity.” which is 0.561.

In the aspect of social value, the statement “I would like to work with an employer who provides me a happy work environment.” has the highest mean which is 4.63, followed by “I would like to work with an employer where I can have a friendly relationship with my colleagues.” which is 4.54. The statement with the lowest mean is “I would like to work with an employer where I can have a friendly relationship with my superiors.” which is 4.38. Meanwhile, “I would like to work with an employer who provides me a fun working environment.” has the highest “Standard Deviation” value which is 0.723. The statement with the lowest “Standard Deviation” is “I would like to work with an employer who provides me a happy work environment.” which is 0.591.

In the aspect of application value, the statement “I would like to work with a humanitarian employer who contributes to the society.” has the highest mean which is 4.00, followed by “I would like to work with an employer who provides

me the opportunity to teach others what I have learned.” which is 3.97. The statement with the lowest mean is “I would like to work with an employer who is customer-orientated.” which is 3.71. Meanwhile, “I would like to work with an employer who provides me the opportunity to apply what was learned in university.” has the highest “Standard Deviation” value which is 0.950. The statement with the lowest “Standard Deviation” is “I would like to work with a humanitarian employer who contributes to the society.” which is 0.740.

In the aspect of economic value, the statement “I would like to work with an employer who provides me an above average basic salary.” has the highest mean which is 4.38, followed by “I would like to work with an employer who provides me good promotion opportunities.” and “I would like to work with an employer who provides me job security within the organization.” which is 4.32. The statement with the lowest mean is “I would like to work with an employer who provides me an attractive comprehensive compensation package.” which is 4.29. Meanwhile, “I would like to work with an employer who provides me good promotion opportunities.” has the highest ‘Standard Deviation’ value which is 0.741. The statement with the lowest “Standard Deviation” is “I would like to work with an employer who provides me job security within the organization.” which is 0.648.

In the aspect of development value, the statement “I would like to work with an employer where I can gain career-enhancing experience.” has the highest mean which is 4.40, followed by “I would like to work with an employer who provides me a springboard for my future employment.” which is 4.32. The statement with the lowest mean is “I would have a feeling of more self-confident because of working for a particular employer.” which is 3.90. Meanwhile, “I would have a feeling of more self-confident because of working for a particular employer.” has the highest “Standard Deviation” value which is 0.870. The statement with the lowest “Standard Deviation” is “I would like to work with an employer who provides me a springboard for my future employment.” which is 0.677.

In the aspect of perceived employer attractiveness, the statement “I perceive that an employer is an attractive employer where I can gain recognition and appreciation from management.” has the highest mean which 4.30, followed by “I

perceive that an employer is an attractive employer where I can work with encouraging and supportive colleagues.” and “I perceive that an employer who provides me the sense of acceptance and belongingness as an attractive employer.” which is 4.29. The statement with the lowest mean is “I perceive that an employer is an attractive employer where I can hand-on inter-departmental experience.” which is 4.02. Meanwhile, “I perceive that an employer is an attractive employer where I can hand-on inter-departmental experience.” has the highest “Standard Deviation” which is 0.785. The statement with the lowest “Standard Deviation” is “I perceive that an employer who provides me the sense of acceptance and belongingness as an attractive employer.” which is 0.656.

5.1.3 Reliability Analysis

The reliability analysis is generated via IBM SPSS Statistics software package to examine the consistency of all the variables (interest value, social value, application value, economic value, development value, and perceived employer attractiveness). The application value (0.666) has fair reliability. The social value (0.716), economic value (0.722), development value (0.756), and perceived employer attractiveness (0.798) have good reliability. The interest value (0.804) has very good reliability.

5.1.4 Pearson Correlation Analysis

Based on the Pearson Correlation Analysis, the researcher is capable to explore the relationship between the five independent variables and perceived employer attractiveness in this research.

The result revealed that the five independent variables have a positive and significant relationship with perceived employer attractiveness. The highest “Correlation Coefficient” is the relationship between social value and perceived employer attractiveness which is 0.600, while the second highest “Correlation Coefficient” is the relationship between development value and perceived employer attractiveness which is 0.484. The “Correlation Coefficient” of the

relationship between economic value and perceived employer attractiveness is 0.448 and the “Correlation Coefficient” of the relationship between application value and perceived employer attractiveness is 0.398. The lowest “Correlation Coefficient” is the relationship between interest value and perceived employer attractiveness which is 0.369.

5.1.5 Multiple Linear Regressions

Through the result mentioned in chapter 4, the “P-value” is 0.000 which is less than the “Alpha Value” 0.01. Thence, the F-statistic is significant. Thence, the model proposed is an excellent descriptor of the connection between interest value, social value, application value, economic value, development value, and perceived employer attractiveness.

The value of the R square in this research project is 0.475. It is implied that independent variables can describe 47.5% of the variation in the dependent variable. However, there are 52.5% left undescribed in this research project.

Regression Equation:

$$\hat{Y} = \alpha + b_1 (x_1) + b_2 (x_2) + b_3 (x_3) + b_4 (x_4) + b_5 (x_5)$$

Perceived Employer Attractiveness = -0.267 + 0.174 (Interest Value) + 0.509 (Social Value) + 0.117 (Application Value) + 0.142 (Economic Value) + 0.087 (Development Value)

5.2 Discussions of Major Findings

Table 5.1: Summary of Result

Hypotheses	Result	Accepted / Rejected
“H1: There is significant relationship between interest value and	r = 0.369 p = 0.000 (p < 0.01)	Accepted

perceived employer attractiveness.”		
“H2: There is significant relationship between social value and perceived employer attractiveness.”	r = 0.600 p = 0.000 (p < 0.01)	Accepted
“H3: There is significant relationship between application value and perceived employer attractiveness.”	r = 0.398 p = 0.000 (p < 0.01)	Accepted
“H4: There is significant relationship between economic value and perceived employer attractiveness.”	r = 0.448 p = 0.000 (p < 0.01)	Accepted
“H5: There is significant relationship between development value and perceived employer attractiveness.”	r = 0.484 p = 0.000 (p < 0.01)	Accepted

H1: There is a significant relationship between interest value and perceived employer attractiveness.

The hypothesis 1 (H1) identified the relationship between interest value and perceived employer attractiveness. According to the result indicated in the table, the hypothesis above is been verified. The “P-value” is 0.000 which is lower than the “Alpha Value” 0.01. It is revealed that “There is a significant relationship between interest value and perceived employer attractiveness”. The relationship is also verified by the “Correlation Coefficient” with the positive value of 0.369. The result is consistent with the result of several types of research that have been conducted by the scholars.

H2: There is a significant relationship between social value and perceived employer attractiveness.

The hypothesis 2 (H2) identified the relationship between social value and perceived employer attractiveness. According to the result indicated in the table, the hypothesis above is been verified. The “P-value” is 0.000 which is lower than the “Alpha Value” 0.01. It is revealed that “There is a significant relationship between social value and perceived employer attractiveness”. The relationship is also verified by the “Correlation Coefficient” with the positive value of 0.600. The result is consistent with the result of several types of research that have been conducted by the scholars.

H3: There is a significant relationship between application value and perceived employer attractiveness.

The hypothesis 3 (H3) identified the relationship between application value and perceived employer attractiveness. According to the result indicated in the table, the hypothesis above is been verified. The “P-value” is 0.000 which is lower than the “Alpha Value” 0.01. It is revealed that “There is a significant relationship between application value and perceived employer attractiveness”. The relationship is also verified by the “Correlation Coefficient” with the positive value of 0.398. The result is consistent with the result of several types of research that have been conducted by the scholars.

H4: There is a significant relationship between economic value and perceived employer attractiveness.

The hypothesis 4 (H4) identified the relationship between economic value and perceived employer attractiveness. According to the result indicated in the table, the hypothesis above is been verified. The “P-value” is 0.000 which is lower than the “Alpha Value” 0.01. It is revealed that “There is a significant relationship between economic value and perceived employer attractiveness”. The relationship is also verified by the “Correlation Coefficient” with the positive value of 0.448. The result

is consistent with the result of several types of research that have been conducted by the scholars.

H5: There is a significant relationship between development value and perceived employer attractiveness.

The hypothesis 5 (H5) identified the relationship between development value and perceived employer attractiveness. According to the result indicated in the table, the hypothesis above is been verified. The “P-value” is 0.000 which is lower than the “Alpha Value” 0.01. It is revealed that “There is a significant relationship between development value and perceived employer attractiveness”. The relationship is also verified by the “Correlation Coefficient” with the positive value of 0.484. The result is consistent with the result of several types of research that have been conducted by the scholars.

5.3 Implications of the Study to Public &/or Private Policy

5.3.1 Theoretical Implications

This research theoretically dedicates to the conceptualization of model that influences the perceived attractiveness of employer. The research of perceived employer attractiveness is significant as there is short of research on perceived employer attractiveness from the perspective of undergraduate students in private higher education institutions. Most of the researchers are concentrated from the perspective of all the university students in all higher education institutions in Malaysia. The theoretical framework initiated will assist the researchers for further research on the notion of perceived employer attractiveness.

5.3.2 Managerial Implications

Several managerial implications can be acquired from this research. One of the managerial implications is the top management of the employers or organizations should be recognizing the rising of the competitiveness in the war of talent

although there are many graduates in the labor market. Therefore, the independent variables (interest value, social value, application value, economic value, and development value) are studied so as to support employers to improve their attractiveness. Thereby, the employers should implement effective recruitment strategies that will enhance the attractiveness of employers so that they will be more attractive to the graduates or talents. Employers are also required to redesign or restructure their recruitment activities to improve their attractiveness.

In addition, this research is also significant to the government, Ministry of Human Resources, and Malaysian Employer Federation (MEF). The Ministry of Human Resources should collaborate with the Malaysian Employer Federation (MEF) and explore on how to offer the essential values to the potential employees or graduates. As the Ministry of Human Resources and Malaysian Employer Federation (MEF), their responsibility is to be the leader in the encouragement of excellent employment practices and harmonious industrial relations and facilitate the development of excellence in human resource management to enable Malaysia's employers to react the present and future business challenges.

5.4 Limitations of the Study

5.4.1 Time Constraint

In order to complete a thoughtful research, the researcher is required a longer time to conduct the research. There are merely 13 weeks for the researcher to execute the research. The researcher requires more time to look for the information, distribute the questionnaires to target respondents, and execute data entry process for interpretation. All of the procedures are required a longer period of time to be accomplished.

5.4.2 Budget Constraint

The expenses needed for accomplishing the research is a burden for a researcher who has not incomes. The researcher has not sufficient budget to conduct the research, specifically the expenses of printing and costs of distributing the questionnaires. Since there is no funding from external parties and subsidy from the university to conduct the research, the research is required to undertake all the research expenses.

5.4.3 Determinants Examined in the Research

One of the limitations of the research is there may have additional factors that are significant in describing the perceived employer attractiveness which is not included in this research, for instance, a situational factor which comprises labor market environment and labor market opportunities that may influence the attractiveness of employers.

5.4.4 Research Instrument

There is only survey questionnaires are adopted as the research instrument to gather the data in this research which will lead to item context effects. In the questionnaire, the questions are classified into several fixed categories which do not allow the respondents to respond freely when they having other thought. The flexibility of the respondents is also limited when they answer the questionnaire as they may have other answers which are not included in the questionnaire (Meade, Watson, & Kroustalis, 2007). The number of the questions in the research instrument for each variable respectively may not adequate for data interpretation.

5.4.5 Sampling Frame and Sampling Elements

The sampling frame and sampling elements are confined to only undergraduate students from one private higher education institution in Malaysia. The target respondents are choosing according to the Times Higher Education University Rankings 2017 and QS University Rankings: Asia (2016). Malaysia has 64 universities which consist of 20 public universities, 37 private universities, and 7 foreign universities. The undergraduate students from UTAR Kampar campus are not representing all the undergraduate students from private universities in Malaysia.

5.5 Recommendations for Future Research

With regard to the determinants, it is significant and important to pay more attention at the significant and influences of the situational and individual factors. This could be achieved by two means. First of all, a new research should be executed which is all-around enough, in which the possibility of additional determinants can be researched. It is always crucial to learn how the distinct situational factors are since the external environment and labor market is continuously changing, for instance, the organizational factors, the structure of the labor market, and opportunities which affect the perception of employer attractiveness. In fact, additional individual factors need to be studied if researchers desire to obtain a more thorough picture of the concept of perceived employer attractiveness. Attitudes, characteristics, and demographics are all relevant and significant to study in this aspect. It would be a highly effective manner of evolving the knowledge of the determinants and to learn how other situational and individuals factors interact in the formation of the perceptions of employer attractiveness.

Researchers are also suggested to apply dual approach effectively which is personal interview and open-ended questions. The personal interview should be premeditated in assessing the perception of employer attractiveness as the personal interview is specifically pragmatic for obtaining the unstructured information on employer attractiveness. Open-ended responsive question is another manner that should be employed. Through open-ended responsive question, it may reveal the concealed

responses on the perceptions of employer attractiveness. Thus, human resources practitioners are capable to establish effective strategies for human resource planning.

Researchers are also recommended that the sampling frame and sampling elements should not be confined to only undergraduate students from one private higher education institution in Malaysia. Undergraduate students from other private or public higher education institutions should also involve in the research so as to offer a dependable and comprehensible notion of the perceived employer attractiveness in Malaysia.

The expenses used in executing an all-around research would be costly to the researcher who has inadequate monetary resources. The government, Ministry of Human Resources, employers, higher education institutions, and other concerned parties may offer monetary resources and financial assistance to researcher so as to support researcher to conduct the research thoroughly.

5.6 Conclusion

Based on the inferential analysis, it is proving that the independent variables (interest value, social value, application value, economic value, and development value) and perceived employer attractiveness have a significant relationship. This research theoretically conduces to the conceptualization of model that has an impact on the perceived employer attractiveness of undergraduate students. The study is significant as there is short of research on perceived employer attractiveness from the perspective of undergraduate students from private higher education institutions. The notion of perceived employer attractiveness is also significant in interpreting the employer attractiveness. The research was executed so as to enhance the employer attractiveness of employers in Malaysia. This is because of the war of talent is becoming more competitive among the employers in Malaysia. In spite of there are several imperfections of the research, however, there are suggestions have been proposed.

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Appendix A

Universiti Tunku Abdul Rahman
Faculty of Business and Finance

Project Title:

**Perceived Employer Attractiveness of Undergraduate Students of A
Private Higher Education Institution in The Northern Region of
Peninsular Malaysia**

Survey Questionnaire

Dear Respondents:

I am a Master of Business Administration (Corporate Management)'s student from Universiti Tunku Abdul Rahman (UTAR). The objective of this research is to determine the relationship between personal values and perceived employer attractiveness of undergraduate students of a Malaysia's private higher education institution in the northern region of Peninsular Malaysia.

Instruction:

1. The questionnaire consists of 3 parts. Answer all.
2. The completion of the survey will take you about 10 minutes to 15 minutes.
3. Please feel free to share your comment in the space provided. The contents of this questionnaire will be **kept strictly confidential**.
4. Please be informed that in accordance with Personal Data Protection Act 2010("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to the **collection, recording, storage, usage and retention of personal information**.
Acknowledgment of Notice,

- I have been notified by you and that I hereby understood, consented and agreed per UTAR notice (refer to Appendix I).
- I disagree; my personal data will not be processed.

Contact Information

Name	Student ID	E-mail Address	Phone No.
Chin Guo Hao	16ABM07287	james_chin@hotmail.my	017-8250993

Part A: Personal Information

Tick your answer in the appropriate box.

1. Gender:

- Male
- Female

2. Race:

- Chinese
- Malay
- Indian
- Other (Please specify: _____)

3. Faculty:

- Faculty of Business and Finance (FBF)
- Faculty of Information and Communication Technology (FICT)
- Faculty of Science (FSc)
- Faculty of Engineering and Green Technology (FEGT)
- Faculty of Arts and Social Science (FAS)
- Institute of Chinese Studies (ICS)

4. Entry Qualification:

- Foundation Programme
- Sijil Tinggi Persekolahan Malaysia (STPM)
- Diploma
- A Level
- Matriculation
- Other (Please specify: _____)

Part B: Personal Values Influence Perceived Employer Attractiveness of Undergraduate Students

The following statement is related to the personal values influence perceived employer attractiveness of undergraduate students. The numbers 1 to 5 represent a continuum with 1 represents strong disagreement while 5 represents strong agreement. As undergraduate student in private higher education institution, please circle the number that is best reflects your opinion about the statement.

SD = Strongly Disagree, D=Disagree, N= Neutral, A=Agree, SA= Strongly Agree

A. Interest Value	SD	D	N	A	SA
1. I would like to work with an innovative employer who applies novel practices/forward-thinking.	1	2	3	4	5
2. I would like to work with an employer who appreciates and utilizes my creativity.	1	2	3	4	5
3. I would like to work with an employer who produces excellent products and services.	1	2	3	4	5
4. I would like to work with an employer who produces innovative products and services.	1	2	3	4	5
B. Social Value	SD	D	N	A	SA
1. I would like to work with an employer where I can have a friendly relationship with my colleagues.	1	2	3	4	5
2. I would like to work with an employer where I can have a friendly relationship with my superiors.	1	2	3	4	5
3. I would like to work with an employer who provides me a happy work environment.	1	2	3	4	5
4. I would like to work with an employer who provides me a fun working environment.	1	2	3	4	5

C. Application Value	SD	D	N	A	SA
1. I would like to work with a humanitarian employer who contributes to the society.	1	2	3	4	5
2. I would like to work with an employer who provides me the opportunity to apply what was learned in university.	1	2	3	4	5
3. I would like to work with an employer who provides me the opportunity to teach others what I have learned.	1	2	3	4	5
4. I would like to work with an employer who is customer-orientated.	1	2	3	4	5
D. Economic Value	SD	D	N	A	SA
1. I would like to work with an employer who provides me good promotion opportunities.	1	2	3	4	5
2. I would like to work with an employer who provides me an above average basic salary.	1	2	3	4	5
3. I would like to work with an employer who provides me an attractive comprehensive compensation package.	1	2	3	4	5
4. I would like to work with an employer who provides me job security within the organization.	1	2	3	4	5
E. Development Value	SD	D	N	A	SA
1. I would have a feeling of more self-confident because of working for a particular employer.	1	2	3	4	5
2. I would have a good feeling about myself because of working for a particular employer.	1	2	3	4	5
3. I would like to work with an employer where I can gain career-enhancing experience.	1	2	3	4	5
4. I would like to work with an employer who provides me a springboard for my future employment.	1	2	3	4	5

Part C: Perceived Employer Attractiveness

Perceived Employer Attractiveness	SD	D	N	A	SA
1. I perceive that an employer who provides me an exciting, challenging and energetic environment as an attractive employer.	1	2	3	4	5
2. I perceive that an employer is an attractive employer where I can work with encouraging and supportive colleagues.	1	2	3	4	5
3. I perceive that an employer who provides me the sense of acceptance and belongingness as an attractive employer.	1	2	3	4	5
4. I perceive that an employer is an attractive employer where I can hand-on inter-departmental experience.	1	2	3	4	5
5. I perceive that an employer is an attractive employer where I can gain recognition and appreciation from management.	1	2	3	4	5

-----You have reached the end of the questionnaire. -----

Thank you very much for participating in this research.

Your assistance is greatly appreciated.

Appendix B**PERSONAL DATA PROTECTION STATEMENT**

Please be informed that in accordance with **Personal Data Protection Act 2010** (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to the collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-
 - For assessment of any application to UTAR
 - For processing any benefits and services
 - For communication purposes
 - For advertorial and news
 - For general administration and record purposes
 - For enhancing the value of education
 - For educational and related purposes consequential to UTAR
 - For the purpose of our corporate governance
 - For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan
2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable to us in the event such information is no longer required.
4. UTAR is committed to ensuring the confidentiality, protection, security, and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorize and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our

obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to me at **james_chin@hotmail.my** or via phone no: **017-8250993**.

Thank you for your time, opinions and comments.

Appendix C: Letter of Request Information of Number of Students

Chin Guo Hao (James)

186, Jalan Sentosa,

86600 Paloh, Kluang,

Johor.

7th August 2017

Dear Sir / Madam,

Division of Admissions and Credit Evaluation

Universiti Tunku Abdul Rahman

Jalan Universiti, Bandar Barat

31900 Kampar, Perak.

Dear Sir / Madam,

Request Information of Number of Students

I am Master of Business Administration (Corporate Management)'s student which under the Faculty of Business and Finance. I am writing to request for the following details:

- 1) **Number of students of UTAR**
- 2) **Number of students of UTAR Kampar campus**
- 3) **Number of students of the following faculties: FBF, FICT, FSc, FEGT, FAS, and ICS.**

The purpose of requesting the information stated above is for the application of research project. The information is required so as to the research project can be performed smoothly.

You may contact me for any further information. Thanks you for your prompt collaboration.

Yours faithfully,

Chin Guo Hao (James) / 017-8250993 / james_chin@hotmail.my