

薪資重要嗎?探討薪資如何調節企業形象對組織吸引力之影響

Does Salary Matter? Role of Salary in the Effects of Corporate Image on Organization Attraction

Hsin-Kuang Chi¹

Yu-Cheng Shih²

Yan-Ting Lai³

(Received: Mar. 2, 2017 ; First Revision: Mar. 15, 2017 ; Accepted: Mar. 22, 2017)

摘要

隨著經濟慢慢復甦，公司企業成長，對於人才需求量也隨之增加。企業招募活動從以往被動轉變為主動尋求人才，獲取優秀人才儼然成為公司競爭力之一。此外知識及技能的提升，現今求職者價值觀與以往不同，求職者為滿足個人需求，會選擇企業形象與自我理念相同的工作，並投射在未來工作發展上，因此企業在進行招募前必須先了解影響求職者決定的因素。本研究樣本採便利抽樣方式取樣，以參加就業博覽會、就業輔導中心及應屆畢業生為研究對象。總計發放 500 份問卷，回收問卷數為 421 份，剔除 43 份回答不確實與回答不完全之無效問卷，有效問卷合計共 378 份，有效問卷回收率為 75.6%。研究結果企業形象對組織吸引力有顯著的正向影響；企業形象對薪資有顯著的正向影響；薪資對組織吸引力有顯著的正向影響；薪資對企業形象與組織吸引力具中介效果。

關鍵詞：招募、求職者、企業形象、薪資、組織吸引力

ABSTRACT

With the gradual economy recovery, companies have increased the demand for talents in their advancement. Recruitment has evolved from a passive search for talents into an active one, and talents have undoubtedly become a competitiveness of companies. Additionally, the enhancement in knowledge and skill has contributed to different values of applicants today. To satisfy personal demand, applicants tend to choose a job where corporate image is consistent with personal faith and embody personal demand in future career development; therefore, enterprises must be clear about the factors that influence the decisions of applicants before recruitment. With the convenience sampling, this study took those who participated in job fairs and employment training centers and fresh graduates as the subjects. In this study, 500 copies of questionnaire were distributed, and 421 copies were retrieved. Of the retrieved copies, 43 copies whose information was inaccurate and incomplete were removed; hence,

¹ Faculty of Department of Business Administration, Nanhua University, Chiayi, Taiwan

² Store Manager of President Chain Store Corporation

³ PhD/Doctoral Student of Department of Business Administration, Nanhua University, Chiayi, Taiwan

there were 378 valid copies, with a retrieval rate of valid copies of 75.6%. According to the results, corporate image had significant positive effects on organization attraction; salary had significant positive effects on organization attraction; salary had mediating effects on corporate image and organization attraction.

Keywords: Recruitment, Corporate Image, Salary, Organization Attraction

1. Introduction

The operation of enterprises is based on people who are the most important asset of enterprises (Pamenter, 1999), and excellent employees have become one of the factors for the success of enterprises (Ehrhart & Ziegert, 2005). In the past, applicants obtained the information about recruitment through various channels; with the advancement of the Internet in recent years, enterprises have recruited talents through the Internet. Apart from providing applicants with a convenient access to the information about recruitment, the Internet also offers enterprises chances to recruit the talents they want (Zusman & Landis, 2002). This indicates that enterprises attach importance to the search for talents and that recruitment has changed from the passive application of applicants to the active search of enterprises. As far as applicants are concerned, both the working conditions and environment provided by organizations, including salary, benefit and promotion, and the subjective comments on the image of organizations are very important.

In recent years, the brain drain in Taiwan has attracted increasing attention at home and abroad. According to the World Talent Report 2015 released by the International Institute for Management Development (IMD), Taiwan ranked No.23 in the world and No.4 among the Asian regions and countries; but in terms of “brain drain”, it ranked No.50 among the 61 listed countries (Central News Agency 2015). What most captivated attention is the degree of brain drain. In the aspect, Taiwan ranked No.50, a position close to the bottom. Brain drain is the result of relatively low salary(Central News Agency 2015). The average salary in Taiwan has remained unchanged for 15 years, and there has been merely a slight increase in the salary of senior talents, which has made increasingly harder for Taiwan to attract talents at home and abroad. According to the IMD 2015 Asian-Pacific Region Investigation Report on the economy with the greatest talent competitiveness, Taiwan ranked No.23, following Hong Kong (No.12) and Malaysia (No.15). But when it came to salary, Taiwan ranked No.31 in “Salary in the Service Industry” and No.35 in “Salary of Manager”. Additionally, the brain drain was as seriously as the previous year, and the problem remained unsolved (Central News Agency 2015). Brain drain has imposed negative impact on the national and social development. In particular, the reduction in the overall demand in the Taiwanese labor market has become the root cause for the deterioration of such problems as “unchanged salary for 20



years” and “brain drain”. Recently, the National Security Council released a brain drain report. What was striking in the report was that some talents in the Industrial Technology Research Institute were recruited by Industrial Technology Research Institute which offered a salary three or four times higher than the one of the professionals in Taiwan(Chang, 2011). In the past years, Singapore significantly raised the salary for senior civil servants to attract top talents to work for its governmental departments. Meanwhile, China has also tried to recruit returned students and overseas talents with a high salary, for it knows well that only with senior talents and advanced technologies can it catch up with the developed countries.

Attracting talents has always been an important goal in all generations across the world. Talents play a key role in all industries, so it is imperative for enterprises to attract and keep talents and motivate them to maximize the benefits of enterprises. To attract outstanding applicants, enterprises must get acquainted with the demands of applicants, for applicants tend to choose a job where corporate image is consistent with personal faith and embody personal demand in future career development (McLean, Smits & Tamer, 1996; Smits, McLean & Tanner, 1993); therefore, enterprises must be clear about the factors that influence the decisions of applicants before recruitment. In the recruitment, most enterprises choose to attract talents with a high salary. According to the previous studies, salary is an essential factor in applicants’ job selection (Rynes, 1987; Hu, Weng, Yang, 2008; Ting 2010; Chu, 2003; Chang, 2011). Employees work for salary (Kissan & Manohar, 1998) and a good salary system can bring enterprises talents (Chu, 2003); hence, a sound salary design can facilitate the recruitment of enterprises.

A good corporate image involves a high corporate reputation. A widely-admired and outstanding corporate image can create incentive effects, enhance the confidence and superiority of employees, motivate employees to work hard, promote their career objectives, and attract more talents. Diverse, rich and advantageous human resources not only equip organizations with enormous internal and external competitiveness, offer diverse and practical ideas in the strategic planning of organizations, and accelerate the achievement of organization visions. Previous studies on talent recruitment often took corporate image and salary as the factors that attracted applicants (Yen, 2011; Chen & Chen, 2011; Gatewood, Growan & Lautenschlager, 1993), and relevant studies also demonstrated that applicants were influenced by corporate image and salary. Nonetheless, few of these studies discussed the role of salary in the interaction between corporate image and organization attraction and delved into the mediated role of salary. Through an analysis of mediation, this study hopes to find out the relationship among corporate image, salary and organization attraction.



2. Literature Review

2.1 Corporate Image

Corporate image is the public stereotype of an enterprise as well as customers' views on the enterprise (Barich & Kotler 1991); it is also the virtual image of an enterprise that immediately appears in the mind of people when it comes to the enterprise (Gray & Balmer, 1998). Corporate image establishes the values and behavior norms of an enterprise, sets a model for the survival and development of the enterprise, and sends a call to the staff. If the call is accepted and advocated by the staff, it will create tremendous regulatory and oriented effects. To build a good public image, an enterprise needs to focus on its inner spirit and appearance. First, it must offer high-quality products and services to society to enhance its inner spirit; second, it needs to improve its appearance through reliable advertisement - popularizing itself with various methods and enhancing its impression on the public.

Gray & Balmer (1998) proposed that corporate reputation was the foundation of corporate image. Corporate reputation reflects the financial situation, competitiveness and brand loyalty of an organization (Cravens & Oliver, 2006). In terms of the measurement of corporate image, Lemmink, Schuijf and Sandra (2003) listed some key points, including the attraction, development and maintenance of talents, communal and social responsibility, stable financial situation, innovation, marketing and communication skills, and high quality products and services. Besides, corporate image is the combination of the tangible and intangible behaviors of enterprises (Nguyen, Leblanc, & Gaston, 2001). Therefore, corporate image can be divided into two elements: one is tangible characteristics, which includes an enterprise's name, building, diversity of products and services, and tradition; the other is emotional characteristics, which involves individual experience and attitude towards the enterprise.

Many of the previous studies on talent recruitment gave different definitions of "corporate image". Bayton (1959) was the first to define it: consumers would describe an enterprise with such adjectives as "reliable", "accessible" and "friendly" and induce these adjectives to describe the image of an enterprise. Worcester (1972) suggested that corporate image was the result of the interaction among public experience, feeling, views and knowledge about an enterprise. Belt and Paolillo (1982) created the concept of interaction and defined corporate image as a series of properties perceived by a person in his/her interaction with the employees and customers of an enterprise or with the public. According to Nguyen and Leblanc (2001), the formation of corporate image in the recruitment resided in applicants' perception of an enterprise and all its behaviors, including the name, products, services, operation and objectives of the enterprise; corporate image was the result of the interaction between customers and enterprises in communication, thought and experience.



In the recruitment, how to attract applicants is an issue that captivates the attention of many enterprises. According to previous studies, the information about an organization indeed influences applicants' remarks on the organization and the attraction of the organization. Corporate image is a person's overall feeling about and understanding of an enterprise as well as the comprehensive information about an enterprise. Wu (2007) also believed that corporate image was a person's conceptual image of an enterprise or an organization. Huang, Tsai, Huang, and Chen (2003) pointed out that applicants would consider the image of an enterprise before they submit their job application to the enterprise. However, there are both positive and negative corporate images. If an enterprise has a good corporate image, applicants are willing to work for it; otherwise, they will refuse to serve it.

If an enterprise wants to benefit from the efficacy of talents, it is important to establish a good corporate reputation and image, for corporate image plays a key role in attracting talents. According to Agrawal and Swaroop (2009), a good corporate image could motivate applicants to take a job and enhance their self-esteem and confidence; moreover, it could bring a large number of applicants in the recruitment, so that an enterprise could select the applicants that were highly consistent with the organization and thus strengthen its competitiveness. Hence, the management of corporate image can influence the public view on an enterprise as well as the attraction of the enterprise.

2.2 Salary

Salary is the reward for a person's work (Huang, 1989). There is a relationship of exchange between employees and enterprises, where employees exchange their labor or knowledge for such valuable things as money or benefit from enterprises (Ouchi, 1980). Salary is enterprises' total rewards for certain work, including wage, pay and bonus. A fair salary system can help an organization reach the objectives of motivating employees, controlling cost, and attracting and keeping talents. To attract excellent employees, enterprises must offer a salary system consistent with the market (Wang [trans.], 2010, Chu, 2003). Also, enterprises need a complete pay design to ensure fairness and impartiality and rationalize their operation cost, so as to prevent a reduction in profit caused by excessive labor cost. According to Chu (2003), a pay design consists of four elements: the Hygiene-Based Pay, a pay which is designed by an organization to enhance external fairness according to employees' demand for hygiene; the Job-Based Pay, a pay which is designed by an organization to enhance the internal fairness according to the relative value of the positions in the organization; the Performance-Based Pay, a pay which is designed by an organization to motivate employees according to the performance of employees; the Skill-Based Pay, a pay which is designed by an organization to promote the learning of employees according to the skills of employees.



So far as salary norm is concerned, only with effective pay design norms can enterprises maximize the effects of payment and motivate employees to attain good performance. Aside from corporate performance, corporate feature and work, applicants believe that the pay and benefit system is the most important factor among the ones that influence the attraction of enterprises (Hu, Weng, & Yang, 2008). According to the 2010 Survey on the Employment Intention of Fresh Graduates by Ting (2010), the salary benefit and incentive system was what new employees most cared about among the conditions of enterprises, followed by industrial potential and corporate image. This shows that salary has great appeal to applicants. Therefore, a good salary can bring employees a sense of security in mind and survival and spur them to accomplish good performance; moreover, it can contribute to a positive corporate image, which will increase the attention of enterprises.

According to recent studies, applicants take salary, corporate image, reputation and work feature as the factors that influence the attraction of an organization. Nevertheless, some studies have demonstrated that salary is a critical factor to be considered in job application. As far as the pay and benefit system is concerned, applicants want to know if there is an attractive pay and benefit system rather than how salary will be paid. Nonetheless, most enterprises merely offer the information about salary in the recruitment, and most applicants evaluate an enterprise according to the salary it offers and then base their application on the salary. This study takes the salary as the mediation variable, for Howard (1999) advocated that the pay and benefit system played a key role in evaluating corporate image. Therefore, this study aims to delve into the role of the salary system in the attraction of corporate image.

2.3 Organization Attraction

From the perspective of human resource management, “talent” is an important asset which helps enterprises make strategies, fulfill objectives and develop competitiveness (Mondy & Noe, 2005). Organization attraction refers to the applicants’ intention of working for an enterprise (Ehrhart & Ziegert, 2005). The attraction is significant for the competitiveness of an enterprise. If an enterprise has strong attraction, it will attract more applicants and thus have a greater chance to recruit the talents who will work for it with service and innovation.

From the perspective of fit, applicants, if given clear work norms and objectives in the recruitment, will be able to decide if they are qualified for the work. This will contribute to a high level of fit between enterprises and employees and promote the fulfillment of organization objectives. Relevant studies have shown that the person-job fit would influence applicants’ intention of taking a job and then lead to an organization’ attraction to applicants (Kristof et al., 2005). As far as the person-organization fit is concerned, an organization’s recruitment or relevant information can make potential applicants aware of the fit between



them and the organization. If the features of applicants are similar to that of the organization, the organization will have stronger attraction (Schwab, Rynes & Aldag, 1987, 1987; Kristof, 1996).

“External selection” is the source of human capital and the method of getting human capital. Recruitment has become the fastest way for an organization to enhance competitiveness, and it can also kick out the employees who are unsuitable for the organization (Chang, Li & Shih, 2005). According the ERG theory (Alderfer, 1972), an organization can attract applicants demanding “existence”, “relatedness” and “growth”. If an organization can provide clear recruitment standards, corporate system and benefit system, applicants will become aware of the demand, emotion and attitude of the organization and show their intention of working for the organization (Highhouse, Lievens & Sinar, 2003). If an enterprise has great appeal to talents and attracts many applicants, the organization will have many choices in the talent selection. In other words, if an organization can offer the incentives that attract job application, applicants will be willing to join the recruitment and thus reinforce the talent competitiveness of the organization (Tsai, Huang & Yen, 2008).

Organization attraction is the primary element for an organization to gain a vantage point in the competition. The main function of recruitment is to attract great talents or motivate applicants to submit their job application. The degree of the motivation influences applicants’ intention of working for the organization. Organization attraction would influence applicants’ expectation on enterprises, but in fact the expectation is more likely to be a passive one, for applicants can be attracted by two or more organizations. Only when the conditions offered by an enterprise meet the expectation of an applicant and the applicant has a positive image of the enterprise will he/she have the intention of applying for a job in the enterprise (Cable & Turban, 2001). The job-searching intention signifies a further action of applicants - an active search for job (Highhouse et al. 2003). Organization attraction plays a decisive role in the prosperity of an organization; thus, an organization must think about the strategies of enhancing its appeal to talents, such as improving its corporate image and pay and benefit system, in the pursuit of profits.

2.4 Corporate Image and Organization Attraction

According to the signaling theory, it is very difficult for applicants to obtain the information about work before they enter an enterprise (Schwab, et al, 1987). Normally, most applicants gather the information about an enterprise from newspaper or websites (Gatewood et al., 1993); therefore, applicants cannot get complete information in the initial stage of job hunting and can merely base their understanding of the enterprise on the information they have (Cable et al., 2001). Why would a positive corporate image enhance organization attraction? According to the social identification theory proposed by Tajfel and Turner



(1985), a person would evaluate his/her value on the basis of social remarks and then develop self-concept. Therefore, if an enterprise improves its image, its employees will start self-improvement and enrich the value accepted by others; if it has a negative image, the employees will increase pressure and negative emotion (Ashforth & Mael, 1989).

In 2005, Ehrhart and Ziegert pointed out that a strong appeal to talents was a key factor for the success of an organization. For that reason, an organization needs to focus more on and invest more resources in recruitment to attract talents. On the other hand, applicants do not have complete information about an enterprise in job hunting and thus can only develop a perceptual image of the enterprise - corporate reputation and image according to his/her interaction with the enterprise and base their job application on the image. Moreover, applicants would evaluate themselves according to social remarks and hope to enhance self-value by working for an enterprise with a good corporate image. Hence, applicants' perception of corporate image can influence organization attraction. In the recruitment model of Cable and Turban (2001), applicant's understanding of an enterprise as well as the reputation and image of the enterprise have measurable effects on applicants' job-searching intention, so does the information about the recruitment.

Corporate image influences the appeal to talents. Normally, applicants have ten demands for corporate image, namely, many opportunities of further study, a pleasant atmosphere, stable operation, work transparency, a high salary, a sound system, a comfortable environment, a fair profit distribution, a secure position, a promising future, and a complete benefit system. The above ten demands can be summarized as corporate image. Specifically, "a good salary" and "a fair profit distribution" are the mediation variables which are analyzed in this study. The pay and benefit system has great influence on corporate operation and appeal to talents. The reputation and image of an enterprise are based on its excellent employments, and only by making contribution to the enterprise can the employees improve the overall image of the enterprise. For employees, the most important incentive is the pay and benefit system; therefore, this study aims to find out if the attraction of an organization will increase and if the organization will thus witness sustainable development under the mediation of the salary system from the perspective of corporate image.

2.5 Salary and Organization Attraction

Why do applicants value salary? According to Maslow's hierarchy of needs, only after a low demand is met will people strive to meet a higher one (Li, Chen & Liu, 2010). Therefore, applicants would hunt a job according to salary, with the purpose of meeting the most basic physiological demand. George Homans' Exchange Theory also mentioned that there was an exchange of rational resources in the social interaction between two men: the cost a person made should be equal to the reward he gained (Shih, 2006). Hence, an enterprise needs to



consider how much cost the vacant positions require if it wants to use salary to attract applicants, so as to offer a fair and rational salary.

Of the previous studies on job application and organization attraction, few discussed salary while most were a compounded discussion. For instance, Yen (2011) took the pay and benefit system as a moderator to discuss the effects of corporate image on appeal to talents; Chen and Chen (2011) explored the effects of pay on college students' employment intention; Chen and Chen (2009) analyzed the effects of talent recruitment and stickiness with the pay system for insurance salesmen. Leopold (2010) mentioned that a sound management of the pay and benefit system could create positive effects on the appeal to talents, retention rate and productivity. However, most enterprises merely offer the information about salary in the recruitment, so applicants can only evaluate the enterprises according to salary and then base their job application on salary. Of course, applicants would find a suitable job according to demand and base their job application on salary and the cost required for the vacant positions. If the salary of an enterprise is higher than that of other enterprises in the same field, the enterprise will have a stronger organization attraction. For that reason, this study believes that salary is the one of important conditions for the job application of applications and that the salary in the same industry can influence organization attraction.

2.6 Corporate Image, Salary and Organization Attraction

According to previous studies, recruitment, organization attraction and corporate image are often the factors applicants consider in job hunting (Ahlrichs, 2000). Powell (1984) mentioned that the corporate image perceived by applicants before job application would influence organization attraction and was one of the factors that influence potential applicants' willingness to apply for a job in the enterprise (Mazzarol, 1998). Meanwhile, a good corporate image would win applicants the support from their friends, which will enhance applicants' job application intention. Previous studies also showed that a good corporate image had positive effects on appeal to talents, especially on the profits and performance of enterprises (Highhouse, Lievens, & Sianr, 2003; Schreurs, Derous, Hoofst, Proost & Witte, 2008).

To attract great talents, enterprises would offer a high salary (Li & Mao, 1995), so that the talents would work and create profits and performance for the enterprises; potential applicants would develop the image of an enterprise according to the information about the operation and revenue of the enterprise (Walsh, Beatty & Shiu, 2009) and then evaluate if the salary of the vacant position and the required time and cost are equal to the reward and take them as the factors that influence job application. However, if applicants can merely give priority to corporate image in job application, they would evaluate if the salary offered by the



enterprise is equal to the cost required by the vacant position and then decide whether to apply for the job by comparing the salary with that offered by other enterprises in the same industry.

The literature review mentioned the comprehensive effects of corporate image and the pay and benefit system on the appeal to talents. Therefore, this study will further the discussion on the impact of corporate image on the appeal to talents and delve into the mediated and mediating effects of salary to explore the effects of corporate image on organization attraction in a complete pay and benefit system.

3. Research Design

3.1 Research Structure

The research framework is shown in Figure 1 Corporate image was taken as an independent variable and salary as a mediator to discuss if they had significant effects on organization attraction.

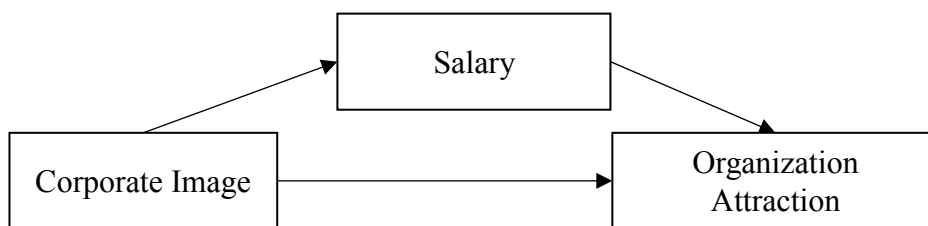


Figure 1 Research structure

3.2 Research Hypotheses

- H1: Corporate image has significant positive effects on organization attraction.
- H2: Corporate image has significant positive effects on salary.
- H3: Salary has significant positive effects on organization attraction.
- H4: Salary has mediating effects on corporate image and organization attraction.

3.3 Research Design and Samples

This study aims to elucidate the effects of corporate image on organization attraction with the mediating effects of salary. The research subjects are those participate in job fairs and employment training centers and fresh graduates.

In the pretest, 60 copies of preliminary questionnaire were distributed, and 50 copies were retrieved. According to the analysis of the reliability of the pretest questionnaire, the Cronbach's α of corporate image, salary and organization attraction was 0.879, 0.930 and



0.740 respectively, and the Cronbach's α of all dimensions was over 0.7. This indicated that the scale had a high level of reliability, so the questionnaire was adopted.

With the convenience sampling, this study distributed the copies of the questionnaire at schools, job fairs and employment training centers. In the process, 500 copies were distributed, and 421 copies were retrieved, with a retrieval rate of 84.2%. Of the retrieved copies, 43 copies whose information was inaccurate and incomplete were removed; hence, there were 378 valid copies, with a retrieval rate of valid copies of 75.6%.

4. Research Results

4.1 Sample Characteristics Analysis

Of the samples, 181 were female (47.9%) and 197 were male (52.1%). There were 197 ordinary applicants, which accounted for the largest proportion (52.1%), followed by 169 fresh graduates (44.7%). In terms of age, there were 236 samples aged 25 or below, with a proportion of 62.4%, followed by those aged from 26 to 30 (16.4%). There were 86 samples who had one year or less of work experience, taking up 22.8%, followed by the 81 samples (21.4%) who had at least five years of work experience and the 45 samples (11.9%) who had little work experience. Additionally, there were two questions for the applicants: (1) Will you apply for a job in the coming six months? There were 378 samples (100%) who replied with "YES". (2) Where do you like to find a job? There were 120 samples (31.7%) who chose New Taipei, Taipei and Keelung; 103 samples (27.2%) who chose Taichung and Changhua; 76 samples (20.1%) who chose Kaohsiung and Pingdong; 13 samples (3.4%) who chose Taoyuan, Hsinchu and Miaoli; 31 samples (8.2%) who chose Yunlin, Chiayi and Nantou; 35 samples (9.3%) who chose other districts.

4.2 Reliability Analysis

The analysis of the reliability of the variables of this study is shown in Table 1. The Cronbach's α of corporate image was 0.903; the Cronbach's α of salary was 0.931; the Cronbach's α of organization attraction was 0.881. All the variables were over 0.7, which indicated great internal consistency among the variables.

4.3 Mediation Analysis

The regression analysis of the variables is shown in Table 1. The demonstration of mediating effects was done according to the suggestion from Baron and Kenny (1986). Model 1: Corporate image had significant effects on salary ($\beta=0.703$, $P<0.001$), which met the condition that the independent variable had significant effects on the mediator. Model 2:



Organization attraction was taken as the dependent variable and corporate image and salary were taken as the independent variables, and it was found that corporate image had significant positive effects on organization attraction ($\beta=0.608$, $P<0.001$), so did salary ($\beta=0.591$, $P<0.001$), which met the condition that the independent variable and the mediator had significant effects on the dependent variable. Model 3: the regression coefficient of the mediator (Salary), the independent variable (Corporate Image) and the dependent variable (Organization Attraction) was significant ($\beta=0.381$, $P<0.001$), and the standardized coefficient of the independent variable declined from 0.608 to 0.381, which indicated some partial mediating effects. Therefore, H4 (Salary has partial mediating effects on corporate image and organization attraction) is valid. This study demonstrated that corporate image had effects organization attraction through the mediating effects of salary. H1 (Corporate image has significant positive effects on organization attraction), H2 (Corporate image has significant positive effects on salary) and H3 (Salary has significant positive effects on organization attraction) were proved valid in Model 1 and Model 2 (see Table 1).

Table 1 Results of mediation analysis.

Variables	Model 1	Model 2		Model 3
	Salary	Organization Attraction		Organization Attraction
Corporate Image	0.703***	0.608***		0.381***
Salary			0.591***	0.324***
R ²	0.494	0.370	0.350	0.423
Adj. R ²	0.493	0.368	0.348	0.420
F-value	367.565	220.685	202.090	137.359

Note. 1. * $p<0.05$, ** $p<0.01$, *** $p<0.001$; β : Unstandardized Coefficient.

According to the suggestion of Preacher and Hayes (2004), this study further considered the mediating effects and adopted the confidential intervals (CIs) of the Sobel test and the bootstrap approach in normal distribution to demonstrate the mediating effects. The results of the Sobel analysis of the effects of salary on corporate image and organization attraction showed that the Z value was 5.6030 (Z value >1.645 ; $p<0.05$), and the significance ($p=0.000$) reached a significant level. The value of partial mediating effects was .2389 (see Table 2), and the results revealed that salary indeed had partial mediating effects. Then, the results of the bootstrap approach in normal distribution were used to demonstrate the Sobel test. As is shown in Tables, 95%~5% of the confidential intervals excluded “0”, which means that the partial mediating effects were marginally significant. Therefore, it is concluded that H4 (Salary has partial mediating effects on corporate image and organization attraction) is valid.



Table 2 Regression analysis of salary between corporate image and organization attractionable 1. Results of mediation analysis.

Direct effects and total effect						
		B	SE	t	p	
IV	DV	0.6385	0.0430	14.8555	0.0000	
IV	MV	0.7866	0.0410	19.1720	0.0000	
MV	DV, DV is controlled	0.3037	0.0518	5.8668	0.0000	
IV	DV, MV is controlled	0.3996	0.0579	6.8984	0.0000	
Indirect effect and significance using the normal distribution						
	Value	SE	LL95% CI	UL95% CI	z	p
Sobel	0.2389	0.0426	0.1554	0.3225	5.6030	0.0000
Bootstrap results for indirect effect						
	Value	SE	LL95% CI	UL95% CI	Mean	
Effect	0.2389	0.0491	0.1452	0.3389	0.2399	

Notes. 1. IV: Independent variable (Corporate Image), DV: Dependent variable (Organization Attraction), MV: Mediating variable (Salary). 2. N: 224, Number of bootstrap resamples: 5000, LL= lower limit, CI= confidence interval, UL= upper limit; 3. B= unstandardized coefficient.

5. Conclusion and Suggestions

5.1 Conclusion

According to the questions for the applicants, this study found that both ordinary applicants and fresh graduates hoped to find a job within a short time and that most of them wanted to work in New Taipei, Taipei and Keelung, followed by Taichung and Changhua and then by Kaohsiung and Pingdong. These three regions are all home to big cities in Taiwan. Hence, most of the applicants desired to work in cities.

Corporate image comprises corporate culture and philosophy, but applicants, more often than not, fail to delve into the culture of an enterprise. Consequently, many applicants are surprised to find that their philosophy is inconsistent with corporate culture after entering an enterprise and finally choose to resign. According to the research results, this study has found that (1) Corporate image has significant positive correlation with and effects on organization attraction. If corporate image improves, organization attraction will increase; hence, enterprise can enhance their organization attraction by improving their corporate image so as to recruit excellent employees. (2) Salary has a positive correlation with and effects on organization attraction. This indicates that salary has great attraction so that applicants would consider salary when seeking a job. Therefore, enterprises should make a rational and competitive pay system to attract more excellent applicants. A high salary would eliminate employees' worry about survival and attract great talents. (3) Salary has partial mediating effects on corporate image and organization attraction, which means that corporate image is



no longer confined to the consumers' perceptual understanding based on the culture, environment and philosophy of an enterprise; instead, applicants have gradually related salary to corporate image, for they believe that salary reflects an enterprise's intention of making investment in employees and that employees would develop loyalty, solidarity and organization identity if the enterprise is willing to make investment in them. Meanwhile, this study believes that a good corporate image can enhance the organization attraction of an enterprise and facilitate the recruitment, but applicants will still consider if their cost will be equal to the reward for them and if their basic need in life will be met. For that reason, this study suggests that enterprises should not only build a good corporate image but also offer a rational salary to attract excellent employees to increase profits and performance.

5.2 Suggestions

Before applying for a job, applicants would still consider if the cost they make is equal to the reward for them and if their basic need in life will be met. Hence, his study suggests that enterprises should not only build a good corporate image but also get acquainted with the demands of applicants and consider the expected salary and needs of applicants. Only by doing so could enterprises improve their impression on applicants and their own corporate image. Aside from good corporate culture and corporate image, enterprises should offer a high salary, for salary has great partial mediating effects on corporate image and organization attraction. In this way, enterprises will be able to attract excellent employees and enhance their competitiveness.

5.3 Suggestions for Future Studies

This study suggests that future researchers should expand the range of their studies and consider other variables like interest and work feature for a broader and more detailed exploration. When filling the questionnaire, most samples were affected by the circumstance, which resulted in some errors in the research results; hence, it is suggested that questionnaire should be supplemented by qualitative researches like interview, so as to make research results more objective and complete.

Acknowledgements

This work was supported by the Nanhua University, Taiwan, R.O.C. under the Grants Number Y104000238.



References

1. Ajzen, I. and M. Fishbein (1980), *Understanding Attitude and Predicting Social Behavior*, NJ: Prentice-Hall, Inc.
2. Alderfer, C. (1972), *Existence Relatedness and Growth: Human Need in Organizational Setting*, NY: The Free Press.
3. Ahlrichs, N. S. (2000), *Competing for Talent: Key Recruitment and Retention Strategies for Becoming an Employer of Choice*, California: Davies-Black.
4. Agrawal, R. K. and P. Swaroop (2009), "Effect of Brand Image on Application Intentions of B-school Undergraduates," *The Journal of Business Perspective*, 13, pp. 41-49.
5. Ashforth, B. E. and F. Mael(1989), "Social Identity Theory and The Organization," *Academy of Management Review*, 14(1), pp. 20-39.
6. Barich, H. and P. Kotler (1991), "Sloan Management Review," *Winter*, 32(2), pp. 94-104.
7. Baron, R. M. and D. A. Kenny (1986), "The Moderator–Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations," *Journal of Personality and Social Psychology*, 51(6), pp. 1173-1182.
8. Bayton, J. A. (1959), "Researching the Corporate Image," *Public Relation*, 1(4), pp. 12-122.
9. Belt, J. A. and J. G. P. Paolillo (1982), "The Influence of Corporate Image and Specificity of Candidate Qualifications on Response to Recruitment Advertisement," *Journal of Management*, 8(1), pp. 105-122.
10. Cable, D. M. and D. B. Turban (2001), "Establishing the Dimensions, Sources and Value of Job Seekers' Employer Knowledge during Recruitment," *Research in Personnel and Human Resources Management*, 20, pp. 115-163.
11. Cravens, K. S. and E. G. Oliver (2006), "Employees: The key Link to Corporate Reputation Management," *Business Horizons*, 49(4), pp. 293-302.
12. Ehrhart, K. H. and J. C. Ziegert (2005), "Why Are Individuals Attracted to Organizations?," *Journal of Management*, 31(6), pp. 901-919.
13. Gatewood, R. D., Growan, M. A. and G. J. Lautenschlager (1993), "Corporate Image, Recruitment Image, and Initial Job Choice Decision," *Academy of Management Journal*, 38(2), pp. 414-427.
14. Gray, E. R. and J. M. T. Balmer (1998), "Managing Corporate Image and Corporate Reputation," *Long Range Planning*, 31(5), pp. 695-702.
15. Guieford, J. P. (1965), *Fundamental Statistics in Psychology and Education*(4th ed), NY: Mc Graw-Hill.



16. Herzberg, F. B. (1959), *The Motivation to Work*, NY: John Wiley and Sons Inc.
17. Herman, R. E. and J. L. Gioia-Herman (2001), "What Companies do Beyond the Basics to Retain Scarce Talent," *Journal of Organizational Excellence*, 20(3), pp. 35-40.
18. Highhouse, S., Lievens, F. and E. Sinar (2003), "Measuring Attraction to Organizations," *Educational and Psychological Measurement*, 63(6), pp. 986-1001.
19. Howard, S. (1999), *Corporate Image Management: a Marketing Discipline for the 21st Century*, Singapore: Butterworth-Heinemann Asia
20. The IMD World Competitiveness Center. (2014), "IMD World Talent Report 2014," Retrieved from <http://www.imd.org/wcc>
21. Kissan, J. and U. K. Manohar (1998), "The Role of Bonus Pay in Salesforce Compensation Plans," *Industrial Marketing Management*, 27(2), pp. 147-159.
22. Kristof, A. L. (1996), "Person-Organization Fit: An Integrative Review of Its Conceptualizations, Measurement, and Implications," *Personnel Psychology*, 49(1), pp. 1-49.
23. Kristof, A. L., Zimmerman, R. D. and E. C. Johnson (2005), "Consequences of Individuals' Fit at Work: A Meta-Analysis of Person-job, Person-Organization, Person-group, and Person-supervisor Fit," *Personnel Psychology*, 58, pp. 281-342.
24. Lemmink, J., Schuijff, A. and S. Sandra (2003), "The Role of Corporate Image and Company Employment Image in Explaining Application Intentions," *Journal of Economic Psychology*, 24, pp. 1-15.
25. McLean, E. R., S. J. Smits and J. R. Tamer (1996), "The Importance of Salary on Job and Career Attitudes of Information Systems Professionals," *Information & Management*, 30(6), pp. 291-299.
26. Mondy, R. W. and R. Noe (2005), *Human Resource Management* (9th ed.), NJ: Prentice Hall.
27. Mazzarol, T. (1998), "Critical Success Factors for International Education Marketing", *International Journal of Educational Management*, 12(4), pp.163-175.
28. Nguyen, N. and LeBlanc, G. (2001), Image and Reputation of Higher Education Institutions in Students' Retention Decisions. *International Journal of Educational Management*, 15(6), 303-311.
29. Nguyen, N. and G. Leblanc (2001), "Corporate Image and Corporate Reputation in Customers' Retention Decisions in Services," *Journal of Retailing and Consumer Services*, 8(4), pp. 227-236.
30. Ouchi, W. G. (1980), "Market, Bureaucracies and Clan," *Administrative Science Quarterly*, 25(1), pp.129-141.



31. Pamenter, F. (1999), "Recruitment Management," *Ivey Business Journal*, 64(1), pp. 60-66.
32. Preacher, K. J. and A. F. Hayes (2004), "SPSS and SAS Procedures for Estimating Indirect Effects Insimple Mediation Models," *Behavior Research Methods, Instruments, and Computers*, 36(4), pp. 717-731.
33. Smits, S. J., McLean, E. R. and J. R. Tanner (1993), "Managing High-Achieving Information Systems Professionals," *Journal of Management Information Systems*, 9(4), pp. 103-120.
34. Rynes, S. L., Bretz, R. D. and B. Gerhart (1991), "The Importance of Recruitment in Job Choice: A Different Way of Looking," *Personnel Psychology*, 44(3), pp. 487-521.
35. Schreurs, B., Derous, E., Van Hooft, E. A. J., Proost, K. and K. D. Witte (2008), "Predicting Applicants' Job Pursuit Behavior from Their Selection Expectations: The Mediating Role of the Theory of Planned Behavior," *Journal of Organizational Behavior*, 30(6), pp.761-783.
36. Schwab, D. P., Rynes, S. L. and R. J. Aldag (1987), "Theories and Research on Job Search and Choice," *Research in Personnel and Human Resource Management*, 5, pp. 129-166.
37. Smits, S. J., McLean, E. R. and J. R. Tanner (1993), "Managing High-achieving Information Systems Professionals," *Journal of Management Information Systems*, 9(4), pp. 103-120.
38. Tajfel, H. and J. C. Turner (1985), *The Social Identity Theory of Group Behavior. In Worchel, S. & Austin, W. G. (Ed.)*, Psychology of Intergroup Relations, Chicago: Nelson-Hall.
39. Walsh, G., Beatty, S. E. and E. M. K. Shiu (2009), "The Customer-based Corporate Reputation Scale: Replication and Short Form," *Journal of Business Research*, 62(10), pp. 924-930.
40. Worcester, R. M. (1972), *Consumer Market Research Handbook*, New York: McGraw-Hill.
41. Zusman, R. R. and R. S. Landis (2002), "Applicant Preference for Web-based Versus Traditional job Postings. *Computers in Human Behavior*, 18(3), pp. 285-269.
42. Lee, C. K., Chen, K. K. and M. S. Liu (2010), *Human Resource Management*, Taipei, Taiwan: Shinlou Books.
43. Lee, C. C. and J. L. Mao (1995), *The Pay System and Management Practice*, Taipei, Taiwan: Management Science Center of National Tsing Hua University.
44. Song, X. J. (2006), *Finish 26 Classics about Psychology at Once*, Chayi, Taiwan: Seagull Publishing.
45. Shih, W. L. (2006), "Review on the Social Exchange Theory," *E-Soc Journal*, (52),



pp.114.

46. Chen, Y. C. and H. H. Chen (2011), "The Impact of Salary on College Student's Intention of Work," *Web Journal of Chinese Management Review*, 14(3), pp. 1-18.
47. Chen, Y. C. and S. S. Chen (2009), "A Study on the Effect of Compensation System on Recruiting and Retention for Life Insurance Agents(Unpublished master's thesis)," Feng Chia University, Taichung, Taiwan.
48. Huang, I. C. (1989), *Human Resource Management*, Taipei, Taiwan: Hwa Tai Publishing.
49. Huang, I. C., Tsai, P. C. F., Huang, Y. H., & C. H. Chen (2003), "Appeals of Recruiting Advertisement Contents in E-Recruiting: Job Seekers' Perspective," *Journal of Human Resource Management*, 3(1), pp. 43-61.
50. Chang, S. C., Lee, M. S. and S. M. Shih (2005), "The Investigation for Training & Education Demands from the Logistic Professional Department: Taking the P Company for Example," *Journal of Human Resource Management*, 5(4), pp. 67-105.
51. Chang, C. B. (2011), "The Cause for Brain Drain Lies in Pay," Retrieved from http://www.apiaa.org.tw/information_show.php?pid=5&sid=14&id=118
52. Tsai, W. C., Huang, C. H. and L. C. Yen (2008), "The Main and Joint Influences of Human Resource Management Practices on Organizational Attractiveness to Prospective Employees," *NTU Management Review*, 19(1), pp. 1-28.
53. Chu, C. M. (2003), *Pay Management: Theses and Case Selection*, Taipei, Taiwan: Hwa Tai Publishing.
54. Yen, H. C. (2011), "The Influence of Corporate Image on Prospective Employees-The Moderation Effects of Compensation and Benefits System (Unpublished master's thesis)," National Kaohsiung Normal University, Kaohsiung, Taiwan.
55. Wu, W. W. (2007), "Reviewing Business Weekly Top 1000 Corporate Rankings across the Taiwan Strait: With a View of Corporate Image," *East-Asia Review*, (455), pp. 33-50.
56. Ding, Y. X. (2010), "2010 Survey on the Employment Intention of Fresh Graduates," Retrieved from <http://magazines.sina.com.tw/magazine/article/4906.html>.
57. Wang, C. W. Trans, Noe, R. A., Hollenbeck, J. R., Gerhart, B., and P. M. Wright (2010), *Fundamentals of Human Resource Management* (2nd ed.), Taipei, Taiwan: Yeh Yeh Book Gallery.
58. Hu, B., Weng, Q. X. and H. Yang (2008), "The Empirical Study of Organizational Attractiveness: Based on the Angle of Prospective Employees," *Forecasting*, 27(1), pp.53-59.
59. Chen, J. W. (2015), "IMD Report on World Talents: Taiwan Ranks No.4 in Asia," CNA, Retrieved From https://tw.stock.yahoo.com/news_content/url/d/a/20151120/imd%E4%B8



%96%E7%95%8C%E4%BA%BA%E6%89%8D%E5%A0%B1%E5%91%8A-%E5%8F
%B0%E7%81%A3%E6%8E%92%E5%90%8D%E4%BA%9E%E6%B4%B2%E7%AC
%AC4-025757949.html

