

Moderating Effect of Use of Social Media between the relationship of Corporate Reputation and Intentions to Apply for a Job



By

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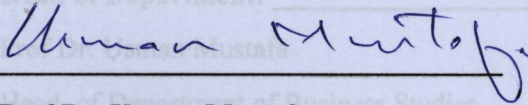
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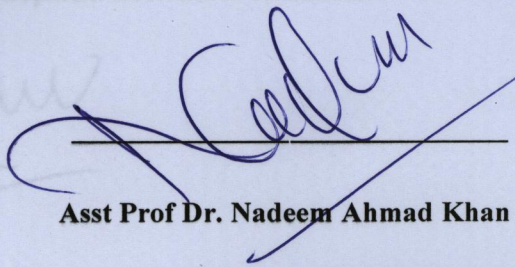
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Dedication

This thesis is dedicated to my Great father Mr Aman Ullah who always encourages and motivates me for my education and career. I must dedicate my thesis the legend of my life Miss Bibi Zainab that she lose all to make me win.

Acknowledgment

Foremost, I would like to thank my supervisor Dr. Nadeem Ahmad Khan, Assistant Professor for the encouragement, guidance, worthy advice and intellectual freedom he has provided me throughout my tenure as his student. I have been extremely lucky to find a mentor who cared so much about my work, and who replied to my questions and queries attentively. He has been actively intrusted in my work and his always been available to guide me. I am very grateful to him for more than I can express in words.

I must express my gratitude to my parents who supported and encouraged me to accomplish this thesis. My words cannot express how gratifying I am to my great father for all the sacrifices he has made for me. I am also thank to all of my colleagues, friends and relatives who have been a big help for me specially my roommates Mr. Khawar Shehzad MPhil (Economics), Mr. Muhammad Saqib, MPhil (Development Studies), Mr. Muhammad Mumtaz Bashir MBA (Finance) and Mr Arsalan Ahmad MBA (Marketing) and some people that I can't ignore for their help special thanks to Miss. Fizzah Khalid Butt, Assistant Professor (PIDE) and Mr. Muhisn Ali PhD. (Economics)

Saifullah Khalid

Abstract

The purpose of this study is to find out that how the good corporate reputation effect intentions to apply for a Job of a potentials employee in the presence of the use of social media. This is a quantitative research, in which the population is graduate students of the three universities from Islamabad. The results is being tested on the sample size 186 graduate students. The findings several good attributes of the corporate reputations such as Social improvement activities, Working environment, Self-respect of the employees, Quality of the products or services, Pricing strategy, Health and safety of the human resource, Leadership, laws are positively affect the intentions to apply for Job. The relationship of corporate reputation and intentions to apply for a Job is tested in the presence of the use of social media which found insignificant. The direct relationship is conformed and the moderating effect found insignificant through analysis. The results shows that serval attributes of the corporate reputations are positive for the corporate reputation, which have positive relationship with intentions to apply for a Job. The research add value to the literature that it tests the use of the social media as moderator in relationship of corporate reputation and between the intentions to apply for a Job.

Key words: Corporate reputation, Use of social media and Intentions to apply for a Job.

Contents

Chapter I	Introduction.....	1
1.1	Introduction.....	1
1.2	Research question	2
1.3	Rational.....	3
1.4	Significance of the Research.....	3
1.5	Objectives	4
1.6	Limitations	4
1.7	Description of Variables	5
1.8	Chapter Summary	6
Chapter II	Literature Review.....	7
2.1	Corporate Reputation	7
2.1.1	What is corporate reputation?	7
2.1.2	Literature about Corporate Reputation (CR)	8
2.1.3	The employee perspective of corporate reputation.....	11
2.2	Intentions to Apply for a Job (IAJ):.....	15
2.2.1	What is intentions to apply for a Job?.....	15
2.2.2	Attitude towards Behavior	16
2.3	Use of Social Media.....	18
2.3.1	Defining and Describing Social Media (SM) and Social Networking Sites (SNS).....	18
2.3.2	Literature about Social Media.....	19
2.4	Chapter summary	20
Chapter III	Methodology	21
3.1	Methodology	21
3.2	Research Methodology	21
3.3	Research Strategy.....	22
3.3.1	Data Collection Method.....	22
3.3.2	Primary data	22
3.3.3	Sample size	23
3.4	Data Collection Instrument	23
3.4.1	Corporate reputation	23
3.4.2	Intentions to Apply for a Job	23
3.4.3	Social Media	24
3.4.4	Theoretical Frame work.....	24

3.6 Statistical Techniques for Data analysis	25
3.6.1 Questioner Reliability	25
3.6.2 Questioner Validity	27
3.7 Hypothesis.....	27
Chapter IV Analysis and Findings.....	28
4.1 Analysis and Findings.....	28
4.2 Description of Data	28
4.3 Cross Tabulation	29
4.4 Normality	31
4.4.1 Normality for the Variable Corporate Reputation	32
4.4.2 Normality for Variable Intention to Apply for a Job	32
4.4.3 Normality for Variable Use of Social Media.....	34
4.5 Skewness and Kurtosis:	34
4.6 Regression Analysis.....	35
4.6.1 Regression Analysis (Hypothesis 1)	35
4.6.2 Regression Analysis (Hypothesis 2)	37
4.6.3 Regression Analysis (Hypothesis 3).....	38
4.6.4 Moderation Analysis, Multiple Regression Analysis (Hypothesis 4).....	39
Chapter V Conclusion	42
5.1 Conclusion	42
5.2 Discussion	43
5.3 Recommendation	43
5.4 Limitations and Issues for the Further Study.....	43
References.....	44
Appendix.....	57

Table of Figure

Figure 1: Effect of Use of Social Media and Corporate reputation _____	11
Figure 2: Effect of Corporate reputation and Intentions to Apply for a Job _____	14
Figure 3: Combine effect of Corporate reputation and Use of Social Media on Intentions to apply for a Job _____	18
Figure 4: The moderating effect of Use of Social Media between Corporate reputation and Intentions to apply for a Job. _____	20
Figure 5: Theoretical frame work _____	24
Table 1: Handling Missing Values _____	25
Table 2: Handling Outliers _____	25
Table 3: Reliability Analysis for CR _____	26
Table 4: Reliability Analysis for IAJ _____	27
Table 5: Reliability Analysis for Use of SM _____	27
Table 6: Frequency Table Data distribution of Gender _____	28
Table 7: Frequency Table about the Use of Twitter _____	29
Table 8: Frequency Table about the Use of Facebook _____	29
Table 9: Crosstab for Twitter _____	30
Figure 6: Graphical Representation of Crosstab info for Twitter _____	30
Table 10: Crosstab for Facebook _____	31
Figure 7: Graphical Representation of Crosstab info for Facebook _____	31
Figure 8: Normality for the Variable Corporate reputation _____	32
Figure 9: Normality for Variable Intention to Apply for a Job _____	33
Figure 10: Normality for Variable Use of Social Media _____	34
Table 11: Skewness and Kurtosis _____	35
Table 12: Model Summary of Hypothesis 1 _____	36
Table 13: ANOVA for Hypothesis 1 _____	36
Table 14: Coefficient info for Hypothesis 1 _____	36
Table 15: Model Summary of Hypothesis 2 _____	37
Table 16: ANOVA for Hypothesis 2 _____	37
Table 17: Coefficient info for Hypothesis 2 _____	38
Table 18: Model Summary Hypothesis 3 _____	38
Table 19: ANOVA for Hypothesis 3 _____	39
Table 20: Coefficient info for Hypothesis 3 _____	39

Table 21: Model Summary for Moderation Analysis Hypothesis 4 _____ 40

Table 22: ANOVA for Moderation Analysis Hypothesis 4 _____ 40

Table 23: Coefficient info for Moderation Analysis Hypothesis 4 _____ 41

Table 24: Excluded Variable Moderation Analysis Hypothesis 4 _____ 41

Acronyms

Acronyms	
CR	Corporate reputation
CRI	Corporate Reputation Index
CSO	Corporate Social Performance
HR	Human Resource
IAJ	Intentions to Apply for a Job
SM	Social Media
UoSM	Use of Social Media
USHRD	United States Human Resource Department

Chapter I

Introduction

1.1 Introduction

Every organisation need to maintain their competitive advantage for the economic situation (profit) and to survive in the world of competition. One of the main competitive advantage is the Human resource (HR) especially knowledge demanding firms. In the terms of source for the market leader, the recruiting of workforce needs to have good level of talent and willingness to show useful actions (Wright et al, 1994). For competitive advantage it is necessary to search and sustain skilled workers and organize, workers capabilities improved than the competitors (Boxall, 1996).

The human resource is a valuable asset for an organisation sustained competitive advantage (Patrick et al, 1994) find out by qualitative researches and theories that human resource is a cause of sustained market leader.

Now the market of perfect competition for large organisations brand and its corporate reputation are essential factors to attract the best employee (Cappelli, 2001). We live in the war of talent which run among the competitors for the best talent (Cable & Turban, 2003). The position of brand and the status, image and reputation play an important role in the product market, and also it noticeable in the workforce marketplace including the enrolment procedure.

There is several psychological factors such as status, attraction, appearance and brand equity (Berthon et al., 2005; Collins & Stevens, 2002) are involved when a jobseeker consider to apply for a job. A number of studies (e.g Schneider, 1987; Cable & Judge, 1994; Judge & Bretz, 1992; Judge & Cable, 1997; Chatman, 1989, 1991) proves a jobseeker prefer those organisations for the employment with whom an applicant perceive some similarities between himself and organisation's primary values. The study of (Judge & Bretz, 1992) rightly support the analysis and findings of previous research's that an individual tend to be more attracted toward those organisation in which they perceive a match between organisation and individual primary values.

My thesis is related to the corporate reputation (CR) of the employer and the level of intentions to apply for a job (IAJ) of a potential employee. Corporate reputation is looks as intangible and valuable source of the organization which could be contributed to the goals of long term competitive advantage for the company (Walsh and Beatty, 2007).

The organisation's reputation can be beneficial for the employees. Advertisement influence the perception of the organisation in front of target audience, the perception can be managed through communication & advertisement department for the believer of the brands, for the goods & services for the whole organisation. The organization involvement on social media (SM) promote the access and influence, as they spread their thoughts with important network. Involvement of organisation on the social media also build a valued relations with audience such as clients, skilled work force, public fellows or stakeholders (Dreher, 2014).

According to (Davison et al, 2012), a 2008 survey of United States Human Resources Departments (USHRD) found 84% of owners used available search engines to find candidates, an rise from 77% back in 2006. Nguyen (2014) marks, "The 2013 Career Builder online survey conducted within the U.S. and Canada, which sampled 5,518 job seekers and 2,775 Hiring Managers, 44% of the Hiring Managers confess that they would search the candidates on Facebook, 27% also consider the applicant's Twitter profile".

Moreover Use of Social Media (UoSM) is widely works as manager advertisement campaign (through advertisement on social media) and also in recruitment process. To best of my knowledge there is a lack of research studying on social media (SM) for the recruitment (Madera, 2012; Walker et al., 2011; Davison et al., 2011), so this research investigate the moderating effect of use of social media (UoSM) with in relation to corporate reputation(CR) and intention to apply for a job (IAJ).

1.2 Research question

The first researchable question that we are going to focus is recruitment the potential employees through social media (SM) have an effect on the corporate reputation for the firm.

1. How the use of social media for recruitment of their potential employees affecting the corporate reputation of a firm?

The second researchable question is that we going to analyse is about a good reputed firm enhance the IAJ of a candidate as compare to the firm who have low reputation among the targeted potential employee.

2. How a well reputed firm has a strong relation with the Intentions to Apply for a Job (IAJ) for potential employee?

The third research question is the recruitment on social media have an impact of the relationship between the well reputed organisation and the intentions of the potential employee for a job.

3. How the use of social media (UoSM) influence the relationship between corporate reputation (CR) and Intention to Apply for a Job?

1.3 Rational

The key aim of this study is to identify the result of social media (SM) influence the corporate reputation (CR) and the intention to apply for a job (IAJ). So the research question we are going to address is: How the employer can utilise use of social media related to corporate reputation and intention to apply for a job?

Findings of this study will add theoretically to the literature on the use of social media and winning the war of talent between competitors. It also guide the employers that UoSM is enhance the CR which is beneficial for the attraction of potential employees in the future.

1.4 Significance of the Research

The research is significant in the way that it follow model which is tested in Norway (2013) on the engineering students for the three well reputed engineering companies while this study have first the gap of the time period, the region difference, and also the sample. The main focus of the study is that on area which the literature identify the relationship but it is failed to prove it.

The research is original because it is understood that advertisement on the SM enhance the corporate reputation and corporate reputation is increase the intention of a potential employee for a job. But this study check the moderating effect of the SM between the relationship of the CR and IAJ. This will add the value to the employer recruitment process.

1.5 Objectives

- To investigate the direct relation of use of social media (UoSM) and corporate reputation (CR).
- To analyse the relationship between corporate reputation (CR) and intention to apply for a job (IAJ).
- To assess the direct relation of use of social media and corporate reputation on the intentions to apply for a job.
- To identify the strength of the relation between the corporate reputation (CR) and intention to apply for a job (IAJ) in the presence of the use of social media (SM).

1.6 Limitations

We need primary data in this research and our population are those people who have active profiles on social media and use it regularly and the student are also search for the job in the near future. The best sample we can study are students of graduation and under graduate also because they are the job seekers in near future. The first limit we may face is the time, if we want to go their because of this limit students need sufficient time to read the questioner, understand and then respond it with a proper answer. Because of the limited time it is possible that they can't answer properly because of the time constrains.

We need to interact with students, the permission we need to access our target students is also a limit the institute can be denied our application to meet with our target audience for collecting data and it may possible that institute give us limited time to interact with students.

We must talk about research terminologies in our questioner so it is possible that our target sample did not know these terminologies properly so the response is effected due to this limit vocabulary of the students.

The next limit is also interrelated with the previous one, is that we are Pakistanis and we did not know English very well it is another limit due to language barrier to answer questions properly.

The sample we are going to investigate are student it is another limit we can't generalize our findings on other training or technical institutes which also have active profile on

social media but their response to the advertisement is different so it is a limit because of which we did not generalise our study on the all whole population of Pakistan from different institutes.

1.7 Description of Variables

The reputation of the company is the total behaviour of the firm in the past, it should affect the company abilities to attract the best talent (Cable and Turban, 2003). The studies on the recruitment on the individual level of analysis peruse that there is significant relationship between reputation of the firm and candidate intentions to join an organisation (Gatwood et al, 1993; Belt & Paollo, 1982). Furthermore (Turban and Cable, 2003) found the positive link between organizations reputation and organisation recruitment outcomes.

There are three main variables in the study. Every variable is the combination of different aspects of the same problem as corporate reputation is a combination of the company CSR or social improvement activities, their working environment, the self-respect of the employees in the company, their quality of the products or services they provide, pricing strategy health & safety of the human resource, leadership and how they obey the law of the state.

Human resource is the most important part of the organisation performance, and this impotence is increases more in services. There are some attributes needed for the better performance of the work force like commitment to the organisation, satisfied employees. Employees are the representatives of the firm for suppliers, customers, and other key partners, the actions of the employees are working in both directions like positive and negatively can affect the perceptions of others about the company (Cravens and Oliver, 2006).

As well as the intention to apply for a job is also further divided into 23 main aspects of the same variable. Like good work culture, motivated staff, career development opportunities, loyalty, work life balance, branded company, good fit in organisation and higher pay package.

UoSM is dominant in the field of marketing. SM can brand the organizations in both ways internally and externally of the organisation. The strategy for branding organisation on the social media (a) promote the citizenship or membership with the company (b) encourage the recognition and communication of the brand values, and (c)

provide opportunity to involve the discussion and encourage the firm (Yan, 2011). Social media branding give chance for the organizational stakeholders to be informed, dig down common interests, organise enrolment, share information, build interest groups more effectively express and share opinions and demands, also give time to incorporate and respond inquires (Kane, Fichman, Gallagher, & Glaser, 2009).

The social media is measured through 12 questions from the respondents about the giant social sites Facebook and Twitter, Is these sites are used as a primary source of information, sharing information, they use it because of their friends use it, they try it due to the social need of the human and to keep up to date from the events.

1.8 Chapter Summary

It is necessary for every organisation that they make a good business. For this purpose each organisation need talented work force. It get more important in the field of services, because it have different nature from the product.

Firms being in the war of talent to make good score in the economic point of view. For this purpose companies use different techniques but here we are focusing only on social media.

Reputation is the main indicator to attract the best talent. We analyse the moderating effect of the SM between CR and IAJ. Because according to the best of my knowledge there is lack of study on this prospective of the attracting talent for the company.

Chapter II

Literature Review

2.1 Corporate Reputation

The following section discuss the Literature review of for the variable of corporate reputation.

2.1.1 What is corporate reputation?

The study of (Weigelt & Camerer, 1988) states that the CR is a combined set of financial and non-financial characteristics describe an organisation, which is sum up from the past actions of the firm. The study of (Yoon et al, 1993) states the CR shows the history of the firm previous behaviour. Earlier & Levitt (1965) define the past of the firm in terms of several attributes which firm wanted to identify, by which maintaining the reputation according to the mind of customer perception containing about the characteristics of the organisation is everybody known, good or bad, dependable, reliable, trustworthy and realistic.

CR defined as a combined image of a firm's previous performance and consequences that shows the firm's capability to give appreciated results to many shareholders (Famburn, et al., 2000). According to (Famburn, et al., 2000) is a behavioural concept that contains of two modules: the first one is emotional (Affective) component and the second one is cognitive component.

Fombrun et al., (2000) build a scale named Reputation Quotient (RQ) is of a unique characteristics. They defined reputation as an overall construct of the collective opinion of multiple shareholders about a firm profitability. Fombrun et al., (2000) build a frame of these six measurements that influence several shareholders, including workforces, customers and investors (Fombrun et al., 2000).

- 1. Emotional Appeal:** How much the business is be-loved, respected and appreciated by several societies?
- 2. Products and Services:** Consideration of the excellence, novelty, worth and trustworthiness of its products and services.
- 3. Vision & Leadership:** How much the business proves a strong vision and solid guidance, leadership and how well it is succeeded.
- 4. Workplace Environment:** Assessments of how appropriate the business is a good place to work in and the excellence of its staffs.

5. **Social & Environmental Responsibility:** Insights of the corporation as a decent resident in its relations with societies, for the workforces and the surroundings.
6. **Financial Performance:** Observations of its productivity, estimates of profitability and loss.

Reputation Quotient (RQ) is a measure to be a reliable, effective, strong tool for estimating CR. This index is already used in multiple countries (Walsh & Wiedmann 2004; Groenland 2002). Groenland (2002) has done a Qualitative research to confirm the measurements of RQ. So in this research all the 6 components are conformed as significant for gaging CR. According to the (Wartick, 2002) prove that reputation Quotient (RQ) is the best in the logic that it is wide-ranging and should be functional on anybody, if the respondents are consumers, workforces or the local population for the research. So this is a world-wide tool which must be practiced to estimate perception for diverse nature shareholders and for investors and consumers it is a good decision to use the RQ structure for this thesis and measure the relation among six separate reputational dimensions and potential employees intentions to search for job with a company.

2.1.2 Literature about Corporate Reputation (CR)

Fombrun, et al, (2000) comment about CR as “a combined picture of a company earlier performance and consequences that represents the firm capability to reduce valuable results to multiple investors”.

The study of (Walsh et al, 2009) prove that corporate reputation cannot be ignored for several reasons. First, it is a main criteria for supplier selection process for the potential customers. Graham & Moore, (2007) argue that consumers are happier to choose companies with a positive CR, and also like to pay high price for goods they offer. Secondly a company having good CR also raise marketplace access barriers for competitors and also create consumer loyalty and retention of customer and allow a corporation to invite more consumers (Gardberg & Fombrun, 2002), it represent the greater market value of the particular company (Smith, Smith, & Wang, 2010). Shammass, (2012) research have comment that a good corporate reputation pulls the company from crisis .Lastly, a positive reputation encourage the stakeholders and also enhance the willingness for investment in a business, so it make the business more

attractive for skilled and talented employees and to achieve higher profits (Vergin & Qoronfleh, 1997; Chun, 2005).

Good image is a valuable asset for a business. The case of reputation is totally different from the other attributes of the corporation, it could not be buy in open sale of the market like “increase in demand” other than a movable resources (Hunt and Morgan, 1995).Belkaoui and Pavlik, (1992) said that the measuring corporate reputation get high attention to for the firms.

Now a days businesses are highly competitive in all over the globe, business performance rely more on intangible assets of the firm than on the corporal and economic indicators. The firm intangible assets, CR is the worthy contribution to a higher corporate business performance. Recently the model of CR has grown a big trade of acceptance surrounded by business experts and academies for the reason that it is believed that CR is a worthy strength which affects the progress of the many investors about the business (Page & Fearn, 2005; Shapiro, 1983; Yoon et al., 1993; Fombrun et al., 2000; Fombrun & Shanley, 1990; Roberts & Dowling, 2002; Gotsi & Wilson, 2001; Rose & Thomsen, 2004).

The business viewers depends on the reputes of the firm in building worthy choices about investment, profession and also about goods selection (Dowling, 1986). This is tested to many times that good repute may invite worthy customers, brilliant workforce and important investors to the business (Fombrun and Shanley, 1990).

Corporate reputation is understudy subject that fall on the common part of the several educational grounds. This is catch attentions from the area of promotion, business behaviour, planned management, finances and sociology also. Fombrun and Shanley, (1990) CR shows public intrust, sum of judgments of the firm all over the time, which is necessary for the firm comparative achievement in rewarding the great potentials of the investors. CR is the behavioural demonstration of a firm’s previous action and upcoming predictions that describe the company’s whole demand to all its main elements with the comparisons of the leading tycoons (Fombrun, 1996). Repute is a combination of all past dealings all over the time period of the business, a past concept, and needs constant efforts of the individual’s activities over a continued period (Herbig & Milewicz 1993). The (Bromley, 2001) states that as the reputation is the sharing of ideas the (overall presentations of a cooperative image) about an individual

or other object, in the investor or focus group. About (Chun, 2005) the reputation considered as the overall presence of the expectations carry by the all stockholders of the firm, it is about consumers, workers, providers, bosses, investors and electronic societies take stand for, and it's also about the affiliation they make to the firm. In general terms, reputation raised as the perceptions about the particular firm and how people react to the firm (Williams et al, 2005) in directly reputation is an output of the past actions of the corporation.

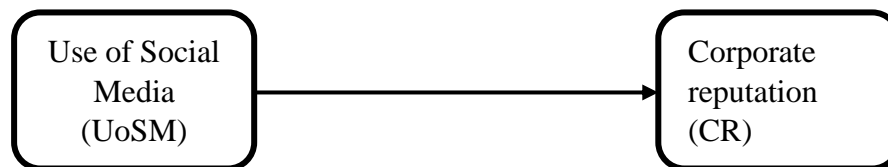
Although the variability in conceptual explanation, scholars agree on the affirmative concerns of the good repute. A good reputed organization is a planned source to facilitate valid competencies to a firm (Hall, 1993). A firm good repute is raised the value of the firm to attract and sustain talented work-force and forced customers to buying the business's present goods & services and develop the new offerings from the same firm.

If the investors and bankers have good perception about firm so it is easier that to raise capital and borrow funds to expend the business (Vergin and Qoronfleh, 1998). Charging premium prices, attract better applicants is enabled due to good reputation also raise their access to the capital market and catch the attention of investors (Fombrun and Shanley, 1990). According to the study of (Shapiro, 1982) states that a favourable reputation help out to rise the business's trades and its shares further research of (Robertson, 1993; Yoon et al., 1993; Andreassen and Lindestad, 1998) shows that it also create and continue a long-term relation with clients. The positive reputation has an influence on client retaining (Barich & Kotler, 1991) and positive expression in behaviour also (Groenland, 2002; Fombrun &van Riel, 1997). The positive reputation of the firm influence the quantity and quality of the business applicant pool, which allows the firm to hire more brilliant workforces (Turban and Cable, 2003).

No one can ignore the firm's reputation due to some reasons. Firstly it is a main factor for the choosing of supplier by potential consumers (Walsh, Mitchell, Jackson, & Beatty, 2009). So due to good reputation in the industry consumers select those firms and also ready to pay more for their goods (Graham & Moore, 2007). Secondly the firm with positive CR also create market entrance hurdles for competitors, it raise consumer belief and retention (Nguyen & Leblanc, 2001) and also empower the business to invite

more consumers (Gardberg & Fombrun, 2002), which at last convert into good marketplace value (Smith, Smith, & Wang, 2010). A good reputed corporation also defend the business in time of crisis (Shamma, 2012). Finally, a positive CR increase stakeholder's readiness to invest in the business, so it allows the firm to attract competitive workforces and to achieve better performance in term of profit (Vergin & Qoronfleh, 1997; Chun, 2005). The graphical representation is of first hypothesis is shown in Figure 1.

Figure 1: Effect of Use of Social Media and Corporate reputation



H1: Use of social media have positive relation with corporate reputation.

2.1.3 The employee perspective of corporate reputation

Employees are the key for the organizational performance. High commitment, more motivated and satisfied employees are necessary for the better performance of the organisation. The role of employees are critical to create and look after of CR. Employees are the major influence to the customers, traders and other key investors, and their activities both good & bad have an effect on the company is perception to others (Cravens and Oliver, 2006). On other hand CR has central effects on employee behaviour also. A good repute support the business to invite, improve and hold higher quality employees, and it effects commitment of human resource and performance.

It is essential for the sustainable competitive advantage that firm attract and retain talented human resource (Pfeffer, 1994; Lado and Wilson, 1994). So company repute is a new term that shows the implications of branding values over the workforce management it presently earn the name in HR specialists. Company image in the sense of good corporate reputation (CR) is the step by step process to build a unique employer identity which promote clear view for what a firm makes as a desirable employer (Backhaus and Tikoo, 2004).

Literature have a strong theoretical foundation about a good corporate reputation and favourable corporate reputation has positive relationship, it is also

proved by practical research. Both Social Identity Theory (SIT)¹ and Signalling Theory (ST)² offer bases for why high talented candidates attracted by good reputation of the firm. How and individual of an organisation identify and categorise himself as member of the organisation is also a problem of organisational uniqueness. Corporate uniqueness is defined as the fellow's collective view point about what is distinct, key point and persistent about their organization (Albert and Whetten, 1985).

CR is actually is the perception of other about your firm, which is built by through its members. Positive reputed organisation mostly seen as to enhance the self-respect of their workforces. So the good firms are appraise more their candidates who need to enhance self-esteem. As we know according to the signalling theory that is a sum and strong signal providing through reputations about an organisation. Thus employers can use CR as a signals that broadcast info about organisation and prefer to join organisation as an employee. By corporate reputation it is proven that it is the most power full tool to influence stakeholder decisions about the firm. Reputation is a key influencing tool for the applicants, decisions to apply for the job (Gatewood et al., 1993) and applicant attitude and behaviour about the organisation (Dutton and Dukerich, 1991).

Job satisfaction and business fame have positive relationship job satisfaction and negative with the intentions to leave (Riordan et al., 1997). The study of (Brammer et al., 2007) prove that Corporate Social Responsibility (CSR) is a necessary element of CR. Reputation is expected by employee's emotional attachment, organisational membership behaviour and job satisfaction (Carmeli and Freund, 2002). Good reputations is a key tool to invite others and high talented candidates (Turban and Cable, 2003). The CR is diverse concept different stakeholders have many reputational concepts about a firm at the similar period. Investors have diverse securities in business and then they will be different in their valuations of a firm (Barich and Kotler, 1991).

¹ SIT enable make sure that someone categorise themselves into societal classes built on group affiliation (i.e. employer they join) and these societal classes effect people's self-concepts (Dutton et al., 1994; Ashforth & Mael, 1989).

² ST make sure that people who do not have full info about an institute will understand the provided material as signals about the (working) situations of a business (Spence, 1974).

One stakeholder's perception could not be generalised to the new stakeholder groups because they consider different trust, at the different sections of the business each stakeholder thinks differently about a company differently (Saxton, 1998), and also same to the workforces. Unlike customers or investors give the same credits to the same activities. It can be treated that employees, core area of trust contains environment for work of a business, how the firm deal with their employees and what salaries and chances to develop firm give to staff. Some other qualities of the firm (like, productivity, quality, public dealings, management of the surroundings etc) are also found to affect a firm's attraction as a reputed firm (Turban and Greening 1996). Moreover the firm CSR activities are found to be connected with a greater intention to search job with the firm (Sen et al., 2006).

Fortune has announced an annual corporate reputation index. It focuses only the USA, about 10,000 high-ranking managers are tested about to rank the 10 big firms in the industry. The index explains some variables to attempt index about reputation variable considering by the respondents beyond the profit. They set eight attributes for the assessment of the firm: managing quality; goods or services quality; novelty; investor values; financing; attractions feasibility; develop and keep talented people; responsibility to the community and the environment and premium use of corporate assets.

The study of Fortune Index is rightly criticized and points out that four of the eight variables in the index talk about performance while constructs like innovation; corporate social responsibility; and management quality; are being measured by single items. Therefore Fortune CRI estimated from the beyond of corporate performance (Fryxell & Wang 1994). The reputation is built by the community is informed on the basis of direct and indirect involvements and info received (Sullivan, 1990; Fombrun and Shanley, 1990; Yoon et al., 1993).

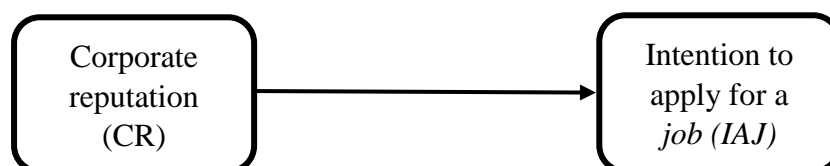
Some products classes, also including services contributions, could not be assumed as consumer properly so they are known as "experienced" as compared to "search" goods and services (Nelson, 1974). Experiencing a product itself is the reliable source of information. So reputation cannot be formed as long as it is experienced or it is passed through positive appearance or ultimately pass through advertisement or other people. Services mostly depend upon the reputation they have in their customer's

through by word of mouth. The loyal customer cannot see degree of excellence straight and often they follow a brand who give you substitute of quality (Wernerfelt, 1988; Milgrom and Roberts, 1986).

There is two aspects of the considering the reputation for the firm: the first is the overall brand impression and entity explicit factor. The whole brand looked at the commercial level when the business use his name as a brand, or at the lower level where the company in addition, or in substitute of, the business image makes more than one brand names. The study of (Sullivan, 1990) prove that the whole image is holed by all the components of the brands and is the sign of the quality that consumer can not properly appropriate to the individual product and brands. On the other hand the product specific reputation is a free of the overall reputations of the brand elements, are those attributes which belongs to one specific product or another.

The general impression component in reputation can give some benefits for brand extensions. There is a practice known by the umbrella branding which is actually a change of labelling multiproduct companies in a wide range of target market. The (Kargar, 1981; Montgomery, 1975; & Tauber, 1988; Robertson Gatignon, 1986) there studies stats that firm extended their reputation to the new products to minimising the uncertainties about the performance of the new products and also reducing the cost of introduction of the new products. These kind of activities represents some retunes on the investment of individual (Weigelt and Camerer, 1988). The technique umbrella branding also have an important role at the business level. This is special more beneficial technique in the services sector for whom “the company name is the brand name” (Berry et al, 1988). This is because of the in-tangible nature of the products & service does not favour to the individual banding and this the umbrella branding is particularly important for the services. The graphical representation is of second hypothesis is shown in Figure 2.

Figure 2: Effect of Corporate reputation and Intentions to Apply for a Job



H2: Good corporate reputation has a relationship with the intention to apply for a job.

2.2 Intentions to Apply for a Job (IAJ):

The following section discuss the Literature review of for the variable of Intentions to Apply for a Job

2.2.1 What is intentions to apply for a Job?

“A person’s desire to submit an application, attend a site visit or second interview, or otherwise indicate a willingness to enter or stay in the applicant pool without committing to a job choice”(Chapman et al., 2005).

Some recent studies also check the intentions to apply for job behavior of the graduate applicant such as about observed work and organizational attributes (Gomes & Neves, 2011) and info’s sources about job (Jaidi, Van Hooft & Arends, 2011). All these studies prove positive relationship toward IAJ and search for career. These studies also elaborate the applicant intention to apply are shaped, they have check the role of Theory of Planned Behavior (TPB) (Van Hooft, Born, Taris & Van der Flier, 2004, 2005; Jaidi et al., 2011).

The study of (Gomes and Neves, 2011) analyse the mix sample of advertising experts and students and create corporate reputation or corporate attraction mediate the relationship between job attributes and organizational characteristics on the one side and intention to apply for a job on the other hand. All these research did not analyse the results on the inexperienced job seekers (fresh graduates).

Studies prove that initial organisational attraction is influenced by organizational structure (Turban & Keon, 1993) and reward system (Bretz, Ash & Dreher, 1989). The reputation of the organisation influence the capability to invite the candidates (Belt & Paolillo, 1982; Gatewood, Gowan, & Lautenschlager,1993; Rynes,1991).

The research states that the reputation is the collection of Knowledge, beliefs, and feelings about firm. Reputation is the name of the perception of the people they carry about a firm and it can change over time. Organizational reputation shows the attraction of the early job choice decision (Fombrun & Shanley, 1990). Reputation is also related to the knowledge and interaction with firm (Gatewood, Gowan, & Lautenschlager 1993). Because reputation is constructed from the wide range of impression by several actions of the firm like CSR build the positive brand or firm reputation.

The social identity theory states that every individual carry a concept in the form of their attachment in many societies (Tajfel, 1982). The study of (Stets & Burke, 2000) explain the same concept that everyone define their individuality in positions of the group membership they have. Also the rate successes and reputation for a group contribute to the individual self-concepts (Underwood, Bond, & Baer, 2001). The manager of a firm is the main basis of self-concepts (Tajfel, 1982). We appreciate the profits of our company repute but also we must hurt un-affordable effect of our firm's negative reputation (Dutton, Dukerich, & Harquail, 1991). This leads another basic way that on the behalf of the company corporate social performance will be attractive to the job seekers as a way choosing a self-improvement career setting.

The managerial structure like distributed decision making (Turban & Keon, 1993) and prize systems (Bretz et al., 1989), such attributes of structure have perceptions of attraction.

The study of (Gatewood et al, 1993) tested the corporate image, some other attributes of the organization, and they find the organizations picture is a reliable influencer of results to move on his career with that firm.

2.2.2 Attitude towards Behavior

IAJ are built on the attitude towards behavioural intentions. Simply we can say that this is the sum of a person's good or bad opinions toward a company (Ajzen & Fishbein, 1980). Moreover an affections towards behavior is developed by systematic and immediate internal attachment, and valuation method (Ajzen, 1991). If someone estimates the results positively, the attachment and association will be high which enforce the positive behavior. So the belief of an individual strengthen the attitude and its directly proportional the behavior (Ajzen, 1991). Reputed organizational jobs must be seen in someone attitudinal opinions about particular firms as a good work place for employment (Highhouse et al., 2003).

The study of (Collins and Stevens, 2002) measured the favourability for the students to words organizations and their IAJ. They found it that students have tendency toward those organization who sponsor events in their Universities that automatically originate high perceived corporate profile. But the behavior has high fluctuated in nature so the IAJ are an open question in the market of workforce.

Those organizations which have deficiency of labours or they have difficulties to find new employees, they are searching for new methods to find talented employees for their organization. So they are focusing to building reputation. Fombrun and Shanley (1990) find too many advantages to generate for organization. The first and big advantage is that it attract better job applicants and it helps the organization to have talented work force.

Research of (Collins and Han, 2004) find that the advertisement is the most important predictor which have significant direct positive effect for applicant quantity and also quality.

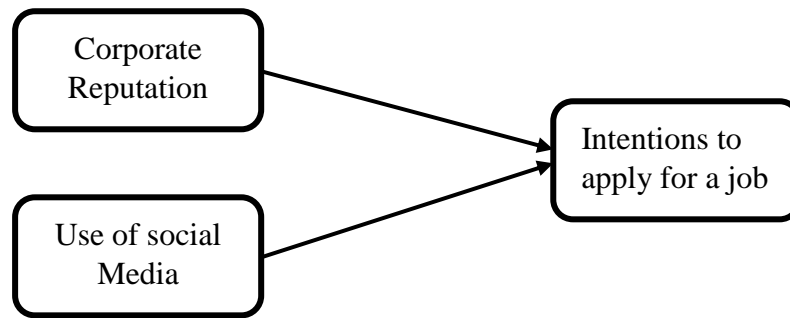
The research find that job seeker are attracted to the employers with a pro environmental attitude (Bauer, & Aiman-Smith, 1996). On the other hand (Wright, Ferris, Hiller, & Kroll, 1995) decided that firm's repute campaigns are highly effective signal for the talented candidates.

The study of (Turban and Greening's, 1997) find that published rating of firm's corporate social performance and participant's rating of firm's have a positive relationship with attractiveness of the applicants. Because they dig-down a correlation between CSR and attraction of the firm for the applicants also this research find that organisational attraction' expectations may be effect by corporate social performance.

Greening and Turban's (2000) they work further on estimating the relation among corporate social performance and attractiveness then they work on the new way that they provide corporate social performance info to the members and test the effects of that info on the perception of the participants again the find a positive relationship between CSR and attraction of the firm.

Albinger and Freeman (2000) find that CSR have effect on attraction scores but only for those applicants who have high levels of career quality. So, past study proposes that attraction and CSR are interrelated. Moreover, ST and SIT suggest that CSP may notify the candidate's employment selection process. On these foundations, they start their multi-phase research by responsible the level to which our model measured CSP relevant in the job search process. The graphical representation of hypothesis Corporate reputation and Use of social media on intentions to apply for a Job. In figure 3.

Figure 3: Combine effect of Corporate reputation and Use of Social Media on Intentions to apply for a Job



H3: Corporate reputation and use of social media positively affect the intentions to apply for a job of a potential employee.

2.3 Use of Social Media

The following section discuss the Literature review of for the variable of Use of Social Media

2.3.1 Defining and Describing Social Media (SM) and Social Networking Sites (SNS)

There are many of researches are directed about Use of Social Media (UoSM) with the relationship of CR. They define the term use of social media as “Net-based services that allow people to (1) create a unrestricted or half restricted accounts inside a bounded system, (2) create a list of other users with whom they share a link, and (3) can see their list of friends and those made by others within the system” (Boyd & Ellison, 2008).

The SM profile usually hold pictures, video clips, and biographical material about the person. It is a plate-form where other users of the same site can write public or private massages. Several web-sites enable there user to interact on real time updates of their opinions or activities. The user of the site have control over the post and its privacy sittings that who can see or interact with on these information and the information is made public or either. Generally the user interact or have more access to the profile information to their friends, family, and colleagues.

Davison et al., (2011) explain it as “With social media for hiring looks to be accepted by the users, maybe because it is related to marketing career opportunities on the internet. The research of (Furu, 2011) state that “The UOSM for companies has benefits such as free, unlimited use and little response time with respect to aware of actions.”

In the recent years, the SNS has to become more popular than the past. The Facebook is the major SNS in the world from February 2004 (Holahan 2008). The statistical report of the website in 2011 that Facebook support 500 plus million active user who view the website within the past 30 days (Facebook, Inc., 2011, February). As people become more connected and know the public and private life of each other, so employer start analysing the available information on SNS through internet like Facebook that may not be reachable from reviewing for conducting an interview.

2.3.2 Literature about Social Media

The survey of (CareerBuilder, 2009) 35 percent of managers told not recruiting a candidate because if unfavourable material looks on a SNS (Grasz 2009). Social media also have negative impact in hiring whenever someone post insulting or inappropriate photographs or information, or the post which shows poor communication skills, conveying information associated with alcohol or drug addict, or revealing the information against the listed information in the resume.

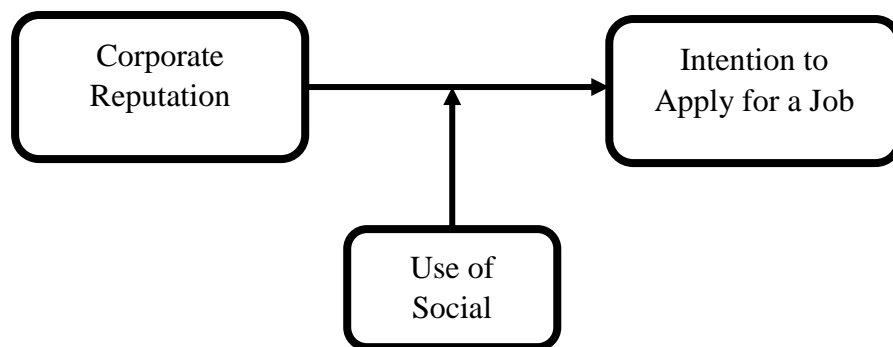
On the other hand the survey revealed that applicant which shows the true statements and shows the good communication skills and good behaviour its increase the chances to be hired because the employer search for good fit in organisation. Social media also provide the chance to be inspired from the professionals and increase the network with good friend circle.

All the companies struggle for engaging customers in internet communications by involving SNS like Facebook and Twitter in their communications policy. According to (Burson-Marsteller, 2012) 87 percent of Fortune Global hundred companies are active on one of the social sites, further more they explain the 82 percent of them is on the Facebook and the rest is on the Twitter. Murray & Schlacter, (1990) describes that the services are different in nature then the product as we know that services are intangible in nature and products are tangible. Due to this kind of difference it create the gap between customer expectations and perception they have after using it (Berry & Parasuraman, 1991). So the difference in nature increases the chances between the customer complaints on the website and on the social media as well (Berry & Parasuraman, 1991).

To get the more consumer involvement is holed as necessary, because it can be improve the firm's repute and brand loyalty (Hollebeek, 2011; Doorn van et al., 2010)

and customer buying decisions (Patterson, Yu, & de Ruyter, 2006). The social consequences of customer engagement may include commitment, belief, customers' emotional product attachment and loyalty (Brodie, Ilic, Juric & Hollebeek, 2013). The study of (Deloitte, 2009 in Davison et al, 2011) found that 74 percent of employer have admit that our reputation can be easily destroyed through SM. Figure 4 Show effect of hypothesis 4.

Figure 4: The moderating effect of Use of Social Media between Corporate reputation and Intentions to apply for a Job.



H4: Use of social media positively moderates the relationship between corporate reputation and potential employee's intention to apply for a job.

2.4 Chapter summary

We discuss all about the variables are being studied in this thesis. The definitions and the relationships they have with each other according to the literature we read.

Corporate reputation is a combined set of financial and nonfinancial characteristics describe a firm, which is sum up from the past actions of the firm (Weigelt and Camerer ,1988). Yoon et al., (1993) states the corporate reputation shows the history of the firm past behaviour.

Intentions to apply for a job: "A person's desire to submit an application, attend a site visit or second interview, or otherwise indicate a willingness to enter or stay in the applicant pool without committing to a job choice". (Chapman et al., 2005)

Social media: "Web based services that agree people to (1) create a unrestricted or half restricted accounts inside a bounded system, (2) create a list of other users with whom they share a link, and (3) can see their list of friends and those made by others within the system" (Boyd & Ellison, 2008).

Chapter III

Methodology

3.1 Methodology

Research methods refer to all those techniques that are used by the researcher to collect data relevant to a researcher's study, while Methodology is a process which aims at solving research problems systematically (Kothari 2004). Methods are defined as techniques employed by a researcher to collect data (Bryman 2015).

In the present study we asked from the graduate students of the three universities of Islamabad through a questioner about a company XYZ which the respondent know it better or respondent have some relationship with the company in the past. Students are the most suitable population for this study because students are the job seekers in the future and hence the possible workers for the companies. We use nonprobability convenient sampling technique for the data collection in the mentioned universities classes, library, canteen and at the hostels. The respondents were thanked and also a chocolate is gifted after filling the questioner. The companies, organizations and firms also compete among themselves in order to attract the best talents.

3.2 Research Methodology

The major purpose of the thesis in hand is to study the moderation effect of the social media (SM) on the relationship of corporate reputation (CR) and intention to apply for a job (IAJ). To dig-down the proper sample from where the collection of data ensure the proper outcomes of the research which is reliable and valid for the research. In the real life only searching info is not that hard but collecting the correct data which fulfil the qualities of the research is a tough job.

There are two key ways for the study (1) inductive and (2) deductive. A deductive research can lead you to assess and predict from previously existing theories and the estimate must be confirmed by the scale and should be produce the same results whenever it practiced. The study have tendency more inductive that would offer descriptive input to the experiential findings and estimates. Inductive research enable researcher to discover the answer of the objectives of the research by understanding the response of the target sample regarding the moderating effect of social media between the relationship of the corporate reputation and intentions to apply for a job. Farther strategy will be under discussion in coming section.

3.3 Research Strategy

In order to find out the related data a quantitative study procedure is selected for the research. The quantitative focus on numbers and the response of the respondent convert into number through proper measuring scale. Zikmund (2000) described qualitative research as “stories, graphic pictures, significant reports, explanations, and other open explanations, and he moreover specified that: “The aim of quantitative research is to define the measure or degree of some phenomenon in the form of statistics”. Testing the numeric data is more discrete and clear.

3.3.1 Data Collection Method

This study is based on the primary data. The collection of data is made through distribution of the close ended questioner with 5 point Likert scale (1 strongly disagree to 5 strongly agree). More over the questioner is a modified version of three different research papers to assess and estimate the targeted variables for the study. As we discussed earlier that the data is collected from the graduates of the three different universities, 50 questioners were filled from the graduate students of Pakistan Institute of Development Economics Islamabad (PIDE), 61 were filled from the graduate students of Quid-e-Azam University and the remaining 75 is from the graduate students of the COMSATS Institute of Information Technology Islamabad Campus.

3.3.2 Primary data

Examiners originally collect Primary data for particular purpose. Gathering primary data generally has greater cost of money and time, as compare to the secondary data. As we discussed earlier that the close ended questioner are distributed among graduate students of three universities of Islamabad. The reason behind primary data is that we don't have any data about the response of graduates that they are using social media and how they use it for gathering and sharing information about career opportunities. And how they see different companies and what they think about their reputation. So for the collection of the relevant responses of the graduates we distribute questioner for my data.

The questioner is divided into three main sections according to the variables corporate reputation, intention to apply for a Job and social media. The response were measured five point Likert scale (1 strongly disagree to 5 strongly agree). The total questions asked is 43 the first 8 questions is about the Corporate reputation, then the

next 23 questions is about the Intentions to apply for a Job and the last section 12 questions is about the social media.

3.3.3 Sample size

All the graduate students are the population for this research. We approach to the admission section for the exact number of students but they refuse to share such information. Due to shortage of time we did not involve in official procedure to know the number of students.

Then we use nonprobability convenient sampling method and distributed 200 questioner for the data collection 186 were returned correctly by the respondents. Which is an ideal sample size for the SPSS version 20. To whom we can easily approach for the data collection purpose.

3.4 Data Collection Instrument

We first try to approach to the author of the base article for the scale they were used for the data collection through email Anne-Mette Sivertzen is the corresponding author and can be contacted at: annemette.sivertzen@outlook.com. But after some days of waiting for the response of email I realize that she did not reply through mail. Then I try to contact through LinkedIn but it's also useless. Then I try plan C to search on internet for the corresponding scale for the variables under study and I find the scale discussed in the following section.

3.4.1 Corporate reputation

The corporate reputation is measured using corporate reputation index developed by (Feldman, Bahamonde & Bellido, 2013). The index address the 8 indicators of a reputed company. The scale raise question about the company social improvement, about their services and products, affiliation with customers, produces positive feelings for the employees, leadership and innovation, internal environment, ethical enterprise (which obey all the laws) and doing social responsibility practices. All of them were estimated in a five-point Likert scale (1–strongly disagree, 5–strongly agree), the detailed information is given in the Appendix.

3.4.2 Intentions to Apply for a Job

The intentions to apply for a job is assessing by the scale developed by (Karkhanis, 2014). In this scale 23 items were selected for the data collection and assessing the intentions of the respondent for a reputed company for a job. All of them were measured

in a five-point Likert scale (1–strongly disagree, 5–strongly agree) the detailed information is given in the Appendix.

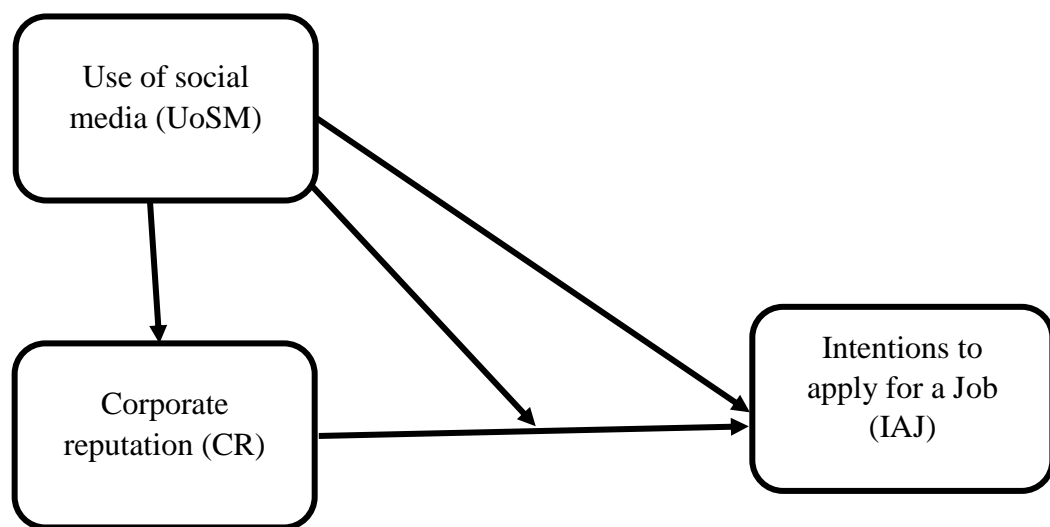
3.4.3 Social Media

The variable ‘Use of Social Media (UoSM)’ is measured by the scale developed by (Hughes, Rowe, Batey, & Lee, 2012). Twelve questions were designed to ask from the respondents to measure respondents’ usage of the two social network sites (SNS) in relation to preference for Facebook or Twitter, frequency of use and the use of Facebook and Twitter for socialising, information gathering and share information with friends. All of the queries were scaled in a five-point Likert scale (1–strongly disagree, 5–strongly agree). The Facebook and Twitter used scale is displayed in appendix.

3.4.4 Theoretical Frame work

The frame work show all the relationships in the variable as the combination of hypotheses.

Figure 5: Theoretical frame work



3.6 Statistical Techniques for Data analysis

First of all the missing data and outliers were find then we have some missing and outliers in the date which is removed from the data as shown in the Table 1 & 2. Then we check the reliability of the questioner. Then we run simple regression for the finding direct effect of IV and DV after that we involve the third variable as a moderator and find the results. Detailed discussion is in the results section of the next chapter.

Table 1: Handling Missing Values

Handling Missing Values			
S. No	Variable #	Questioner #	Putted value from Questioner
1	23	18	5
2	25	4	5
3	32	1	3
4	33	1	4
5	34	1	4
6	37	1	5
7	38	1	4
8	39	1	4
9	40	1	5
10	43	1	4

Table 2: Handling Outliers

Handling Outliers				
S. No	Variable #	Questioner #	Outlier	Putted value from Questioner
1	32	98	44	4
2	31	1	.00	2
3	31	149	41	4

3.6.1 Questioner Reliability

The alpha (α) is coefficient of reliability it range from 0 to 1 and it provide all the information that scale you are using how reliable is it to your sample. If all the questions

items are completely free from the effect of one another so the $\alpha = 0$ and if all the questions have full covariance, so then α will reach to the 1 in this situation the total of questions in the questioner touched to infinity. The Cronbach's alpha is a scale of reliability, which indicates that how closely related the set of questions are as a whole. The high value of the Cronbach's alpha does not show that the measure is one dimensional. Moreover when you addressing single issue you must provide some evidence that your item of the questioner addressing single issue. The reliability coefficient of 0.70 or higher is considered "acceptable" in the social sciences research situations (Bruin, J. 2006)

Moreover, the higher α coefficient, the more the items have shared covariance and probably measure the same underlying concept. The standard of good α coefficient is be determined by theoretical knowledge of the scale in question, allot of methodologists recommend a minimum α coefficient between 0.65 and 0.8 or higher is considered good enough .

Description: The variable corporate reputation is measured by the 8 items/ questions with the five point Likert scale the value of Cronbach's Alpha is pretty good its 0.827 in Table 3.

Table 3: Reliability Analysis for CR

Reliability Analysis for Corporate reputation	
Reliability Statistics	
Cronbach's Alpha	N of Items
.827	8

Description: the variable intentions to apply for a job is measured by the 23 items questions with the five point Likert scale the value of Cronbach's Alpha is pretty good its 0.922 which excellent in Table 4.

Table 4: Reliability Analysis for IAJ

Reliability Analysis for Intentions to apply for a job	
Reliability Statistics	
Cronbach's Alpha	N of Items
.922	23

Description: the variable use of social media is measured by the 12 items/ questions with the five point Likert scale the value of Cronbach's Alpha is pretty good its 0.792 in Table 5.

Table 5: Reliability Analysis for Use of SM

Reliability Analysis for Use of social media	
Reliability Statistics	
Cronbach's Alpha	N of Items
.792	12

3.6.2 Questioner Validity

The number of items in my questioner is 43. Which is the combinations of all the items of the each variable under study in this thesis. Items for the corporate reputation is 8, intentions to apply for a Job is 23 and for social media is 12 items. The value of Pearson correlation is for corporate reputation is 0.673**, for intentions to apply for a job is 0.672** and for social media is 0.586** which is greater than the value of correlation significance at 0.01 level two tailed 0.393 against the value of N=43.

3.7 Hypothesis

H1: Use of social media has a positive relation with corporate reputation.

H2: Good corporate reputation has a relationship with the' intention to apply for a job.

H3: Corporate reputation and use of social media positively affect the intentions to apply for a job of a potential employee.

H4: Use of social media positively moderates the relationship between corporate reputation and potential employee's intention to apply for a job.

Chapter IV

Analysis and Findings

4.1 Analysis and Findings

In this chapter we are going to discuss the results and analysis of the thesis. First we start the characteristics and nature of the data then we go for the reliability of the questioner used in the study and in the last we go for the main findings of the hypothesis through linear regression and moderation.

4.2 Description of Data

Statistics of the data shows that total number of the respondents are 186 and there is no missing and outlier values are found after handling it as discussed in the previous chapter. The minimum age of the respondent is 17 and the maximum is 32 years.

In the gender Table 6 we can see information about the gender of the respondents. The total sample is 186 in which 115 are male it is 61.8 percent of the total sample size and 71 are female which is 38.2 percent of the total sample.

Table 6: Frequency Table Data distribution of Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	115	61.8	61.8	61.8
	female	71	38.2	38.2	100.0
	Total	186	100.0	100.0	

As we know the study focuses on the two big social networking sites are Twitter and Facebook. The twitter table 7 shows that how many respondents are using Twitter. They are asked to answer Yes if they use Twitter and No for else. The frequency column of the Twitter table shows that 65 respondents use twitter which is 34.9 percent of the total sample, 121 respondents reply for the No that they don't use Twitter its 65.1 percent of the total sample.

Table 7: Frequency Table about the Use of Twitter

Twitter					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	65	34.9	34.9	34.9
	no	121	65.1	65.1	100.0
	Total	186	100.0	100.0	

The Table 8 named Facebook shows the number of respondents who use Facebook is 182 which is 97.8 percent of the total and only 4 participants answer No that they don't use Facebook the percent value for 4 respondents is 2.2 which is to minor. Bothe the table shows that many people use Facebook then Twitter.

Table 8: Frequency Table about the Use of Facebook

Facebook					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	182	97.8	97.8	97.8
	no	4	2.2	2.2	100.0
	Total	186	100.0	100.0	

4.3 Cross Tabulation

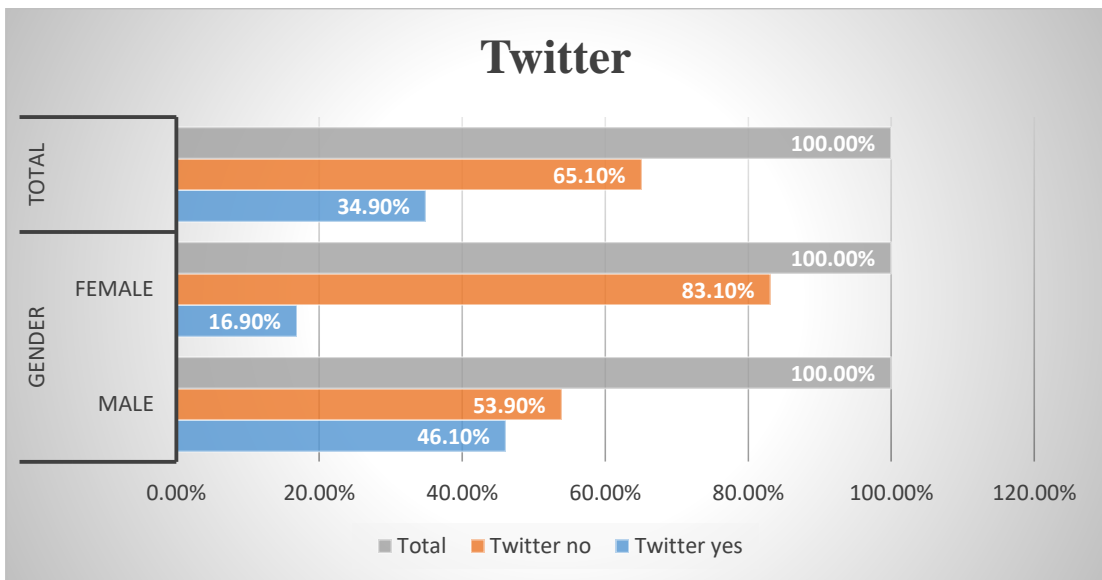
Cross tabulation is an instrument that enables to you relate/explain the rapport between two variables. Here we check two variables from the data we set twitter as row and gender as column vies, so we can see the details of both in a single table.

You can see the twitter users via gender male users are 46.1 percent and the male respondents who don't use the twitter is 53.9 percent. Usage percentage of the female is 16.9 and 83.1 percent didn't use Twitter in Table 9 and the graphical representation is also in figure 6.

Table 9: Crosstab for Twitter

Crosstab for Twitter				
% within Gender				
		Gender		Total
		male	female	
Twitter	yes	46.1%	16.9%	34.9%
	no	53.9%	83.1%	65.1%
Total		100.0%	100.0%	100.0%

Figure 6: Graphical Representation of Crosstab info for Twitter

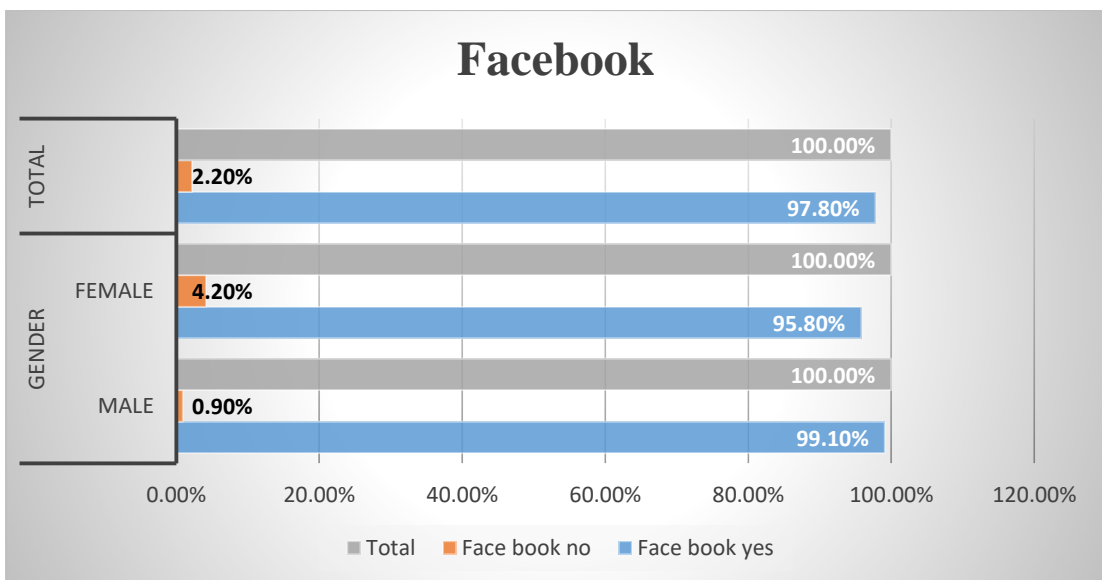


The following Table 10 shows the details about Facebook usage the male usage is too high 99.1 percent only 0.9 percent tell us that they don't use Facebook. Female percentage of Facebook usage is 95.8 which is too high. The female who don't use Facebook is 4.2 percent and the graphical representation of Cross tab info for Facebook is in figure 7.

Table 10: Crosstab for Facebook

Crosstab for Facebook				
% within Gender				
		Gender		Total
		male	female	
Face book	yes	99.1%	95.8%	97.8%
	no	0.9%	4.2%	2.2%
Total		100.0%	100.0%	100.0%

Figure 7: Graphical Representation of Crosstab info for Facebook



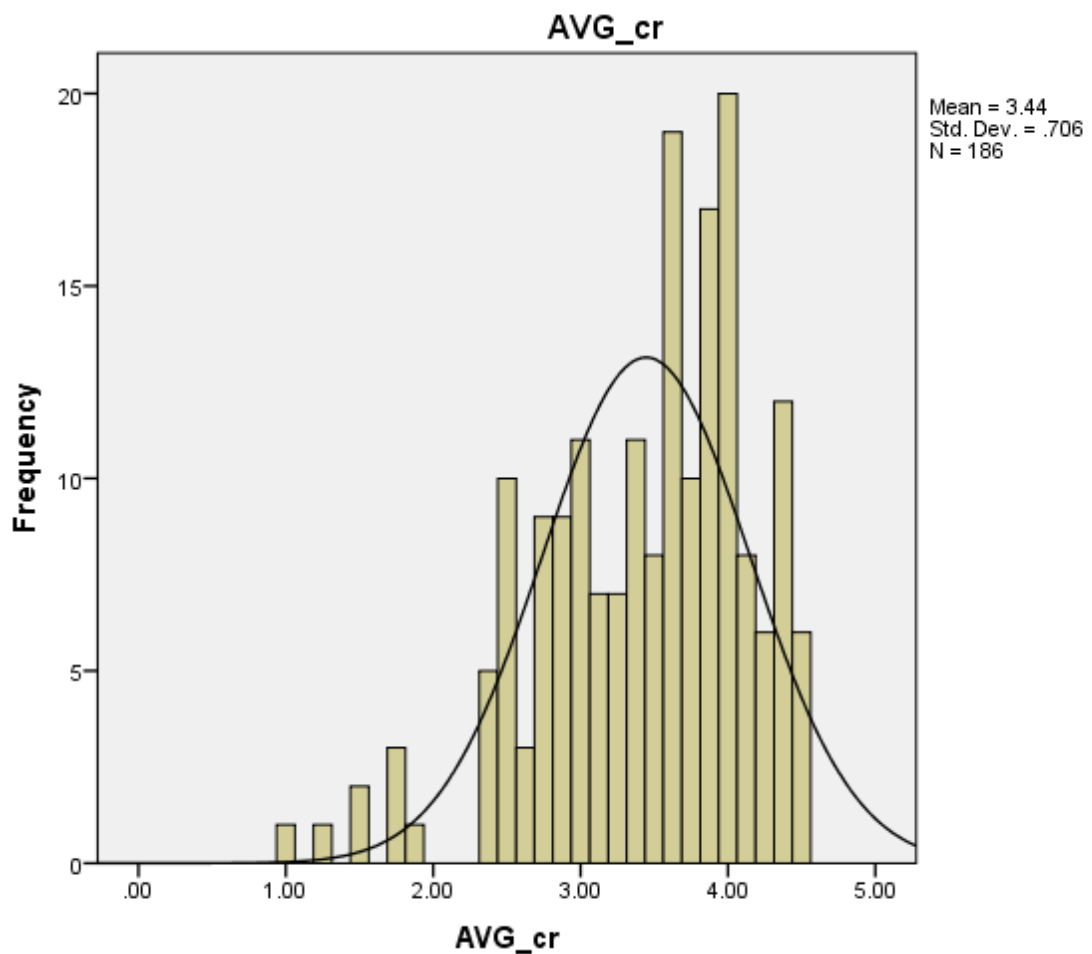
4.4 Normality

The easy way to check the normality of the numeric data is to draw a histogram for the data distribution. It is graphical representation of the data the bell shape of the curve is shows the normality of the data. This is the analysis of the probability distribution of a continuous variable (quantitative variable) and this technique was introduced by Pearson in 1895.

4.4.1 Normality for the Variable Corporate Reputation

The histogram figure 8 shows the graphical representation for the variable corporate reputation abbreviated AVG_cr. The responses were collected through Likert scale so the range is only from 1 to 5. The frequency or number of students who answers the same is on the y-axis which is not that important. The more important thing is the bell shape of the curve so the graph shows that the data for the corporate reputation is normal.

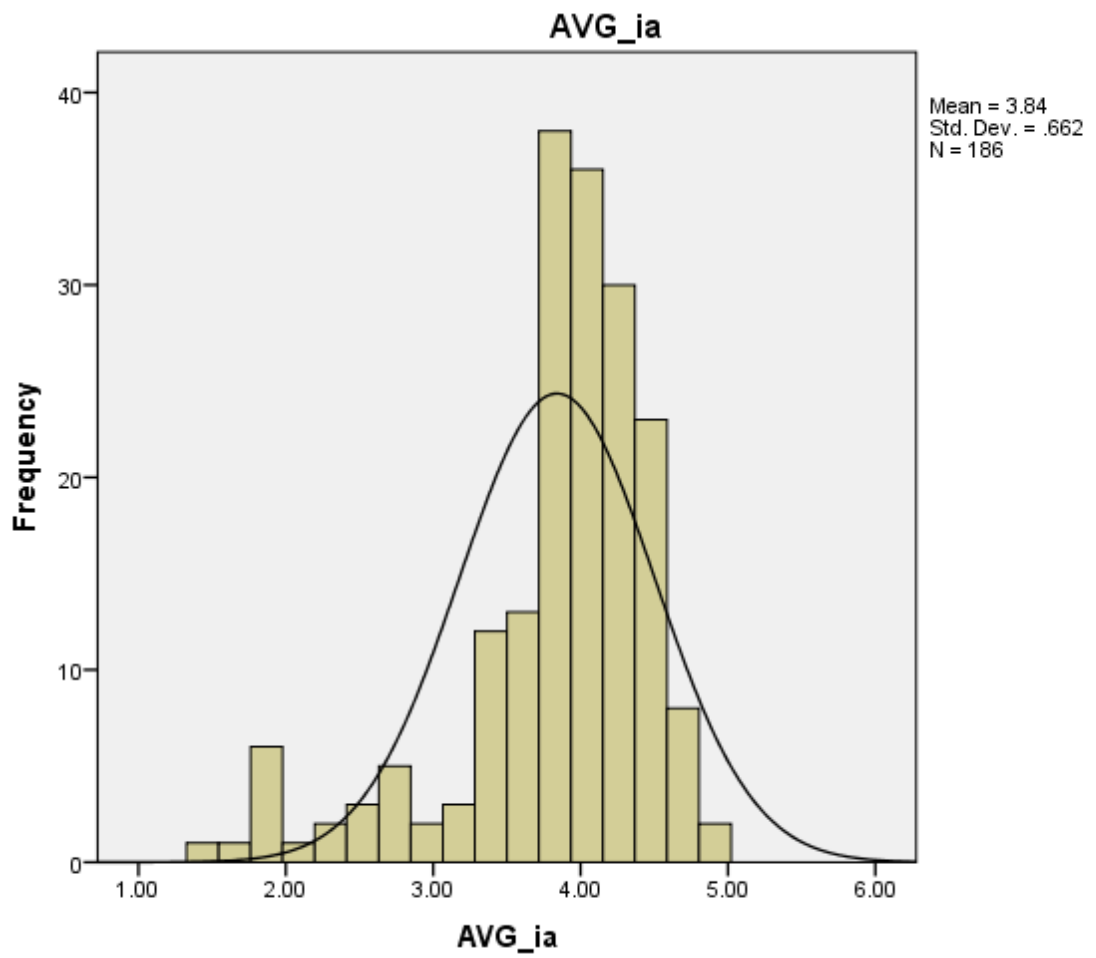
Figure 8: Normality for the Variable Corporate reputation



4.4.2 Normality for Variable Intention to Apply for a Job

The histogram figure 9 for the variable Intentions to Apply for a Job (abbreviated AVG_ia). The data scale is the same as the previous variable 1 to 5 so the responses is between those numbers. The bell shape of the data shows the normality of the data.

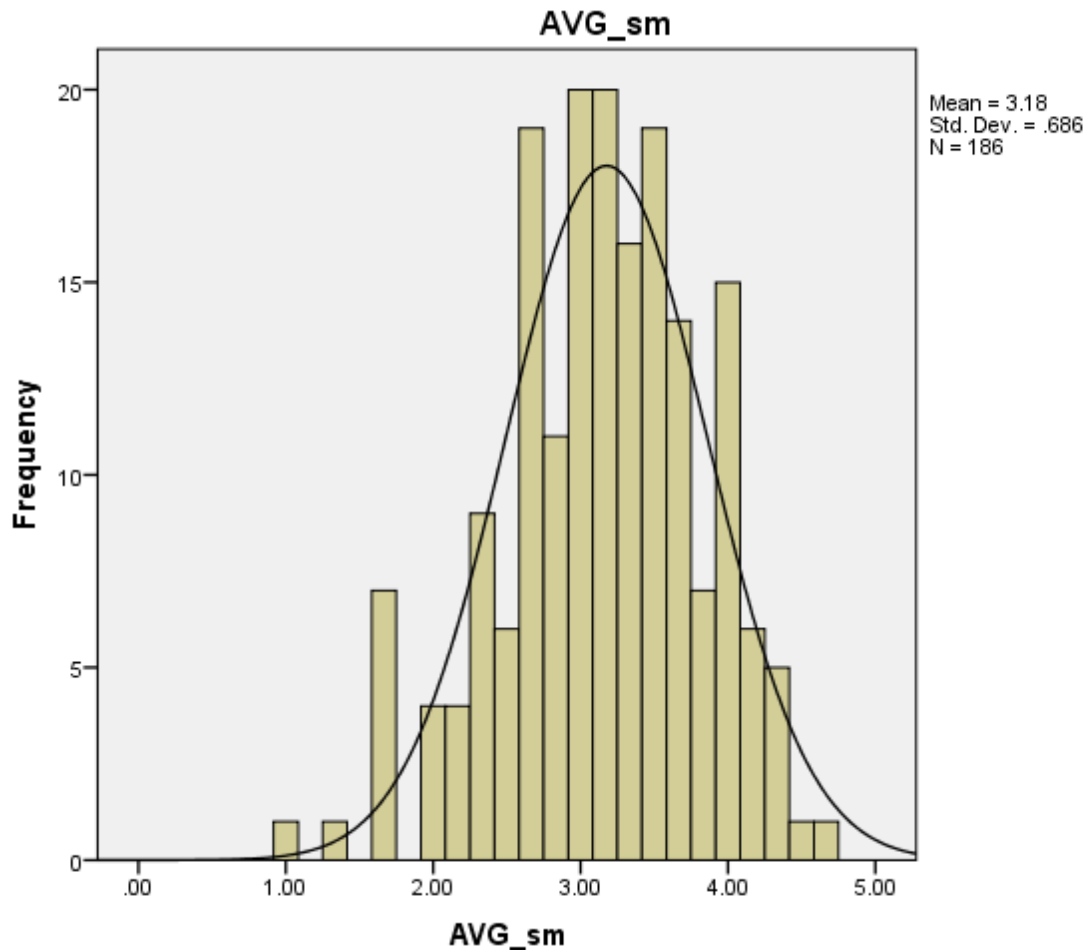
Figure 9: Normality for Variable Intention to Apply for a Job



4.4.3 Normality for Variable Use of Social Media

The third histogram figure 10 for the variable of Use of Social Media the Responses is in between 1 to 5. The bell shape of the normal curve shows the normality of the data.

Figure 10: Normality for Variable Use of Social Media



4.5 Skewness and Kurtosis:

There is no hard and fast rule for the Skewness and Kurtosis that it provide a clear information about the normality. But it can explain the cluster for the distribution of the data.

A positive figure of skewness indicates that the most of the data clustered to the left, with the tail extended to the right. A negative sign of skewness shows that the data clustered to the right, with the tail extended to the left.

Kurtosis indicates the height of the bell shape of normality distribution. Kurtosis that is normal involves a distribution that is bell shaped and not too peaked or flat

distribution. Positive kurtosis is indicated by a peak. Negative kurtosis is indicated by a flat distribution.

Table 11: Skewness and Kurtosis

Statistics				
		AVG_cr	AVG_ia	AVG_sm
N	Valid	186	186	186
	Missing	0	0	0
Skewness		-.824	-1.526	-.385
Std. Error of Skewness		.178	.178	.178
Kurtosis		.578	2.425	.065
Std. Error of Kurtosis		.355	.355	.355

The skewness values Table 11 for all of the three variables are negative so it means that the data score clustered to the right, with the tail extended to the left. The value of kurtosis is positive which means that the bell shape have it peak. The discussion means that all of the variables have normal distribution.

4.6 Regression Analysis

It is the best time to discuss some assumptions for regression. Firstly, linear regression needs the relationship between the independent and dependent variables to be linear, the data must be free of outliers because the regression is too sensitive for the outliers. Secondly, the distribution of continues data the linear regression analysis requires all variables to be normal. This assumption can best be checked with a histogram. Thirdly, linear regression assumes that there is little or no multicollinearity in the data. Multicollinearity comes when the independent variables are not independent from each other.

4.6.1 Regression Analysis (Hypothesis 1)

The first hypothesis in between the independent variable use of social media and dependent variable intentions to corporate reputation. Which is the direct effect of the use of social media and corporate reputation. In the model summary Table 12 the value of R Square shows that the independent variable abbreviated as AVG_sm is explains 26 percent of the dependent variable corporate reputation.

Table 12: Model Summary of Hypothesis 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.266 ^a	.071	.066	.68201
a. Predictors: (Constant), AVG_sm				

The Table 13 of ANOVA shows highly significance value for the dependent variable and independent variable. It means that the independent variable abbreviated AVG_sm have an effect on the dependent variable abbreviated AVG_cr corporate reputation. So my first hypothesis is accepted.

Table 13: ANOVA for Hypothesis 1

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.536	1	6.536	14.052	.000 ^b
	Residual	85.586	184	.465		
	Total	92.123	185			
a. Dependent Variable: AVG_cr						
b. Predictors: (Constant), AVG_sm						

For the acceptance of first hypothesis the table of coefficient is also shows the acceptable results that use of social media (abbreviated AVG_sm) create the change of 26 percent standardise Coefficient beta variance in the dependent variable corporate reputation also have 95 percent confidence value of significance to relay on these values. The value is highly significant with 0.000 as you can see in the Table 14.

Table 14: Coefficient info for Hypothesis 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.575	.237		10.843	.000
	AVG_sm	.274	.073	.266	3.749	.000
a. Dependent Variable: AVG_cr						

4.6.2 Regression Analysis (Hypothesis 2)

The second hypothesis in between the independent variable corporate reputation and dependent variable intentions to apply for a job. Which is the direct effect of the Corporate Reputation and Intentions to apply for a Job. In the model summary Table 15 the value of R Square shows that the independent variable abbreviated as AVG_cr is explains 35 percent of the dependent variable intentions to apply for a Job.

Table 15: Model Summary of Hypothesis 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.353	.350	.53402
a. Predictors: (Constant), AVG_cr				

The Table 16 of ANOVA shows highly significance value for the dependent variable and independent variable. It means that the independent variable abbreviated AVG_cr have an effect on the dependent variable abbreviated AVG_ia intentions to apply for a job. So my second hypothesis is accepted.

Table 16: ANOVA for Hypothesis 2

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.648	1	28.648	100.455	.000 ^b
	Residual	52.473	184	.285		
	Total	81.120	185			
a. Dependent Variable: AVG_ia						
b. Predictors: (Constant), AVG_cr						

For the acceptance of second hypothesis the table of coefficient is also shows the acceptable results that Corporate reputation (abbreviated AVG_cr) create the change of 0.59 percent standardise Coefficient beta variance in the dependent variable also have 95 percent confidence value of significance to relay on these values. The value is highly significant with 0.000 as you can see in the Table 17.

Table 17: Coefficient info for Hypothesis 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.919	.196		9.810	.000
	AVG_cr	.558	.056	.594	10.023	.000

a. Dependent Variable: AVG_ia

4.6.3 Regression Analysis (Hypothesis 3)

For the third hypothesis we need to check both of independent variables simultaneously and we check the value of R square it is 37 percent in the Table 18 which is increased by two percent then the previous. In means that our second independent variable abbreviated AVG_sm use of social media is also causes the variance in the dependent variable.

Table 18: Model Summary Hypothesis 3

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.374	.367	.52676

a. Predictors: (Constant), AVG_sm, AVG_cr

The table 19 of ANOVA also shows the highly significance value .000 it's very good results. Which shows the strong relation for the both independent variable abbreviated AVG_sm which is use of social media and the second variable AVG_cr which represents the second independent variable corporate reputation.

Table 19: ANOVA for Hypothesis 3

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.342	2	15.171	54.675	.000 ^b
	Residual	50.778	183	.277		
	Total	81.120	185			
a. Dependent Variable: AVG_ia						
b. Predictors: (Constant), AVG_sm, AVG_cr						

For the acceptance of third hypothesis the Table 20 of coefficient is also shows the acceptable results that Corporate reputation (abbreviated AVG_cr) create the change of 0.55 percent standardise Coefficient beta variance in the dependent variable also have 95 percent confidence value of significance to relay on these values. The second variable make 0.15 percent variance in the dependent variable if the value is greater than ten percent we need to include such variable in common practice of research. The second variable social media (abbreviated AVG_sm) represent Use of social media is also significant with the value of 0.14 which is less the 0.05.

Table 20: Coefficient info for Hypothesis 3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.589	.235		6.766	.000
	AVG_cr	.520	.057	.554	9.135	.000
	AVG_sm	.145	.059	.150	2.471	.014
a. Dependent Variable: AVG_ia						

4.6.4 Moderation Analysis, Multiple Regression Analysis (Hypothesis 4)

For the fourth hypothesis we need to run the regression for the moderating effect. For this test we need to create centred variable to control the collinearity between the independent variables. Then we create an interaction term from the centred values and run the multiple regression for moderation effect. So we get the following results.

The model summary Table 21 shows that value of R square did not change after enrolment of the interaction term for the moderation purpose. The a. Predictors:

(Constant), AVG_sm, AVG_cr shows the same results as we get for the hypothesis 2. The b. Predictors: (Constant), AVG_sm, AVG_cr, interaction_term is did not create the big noticeable change

Table 21: Model Summary for Moderation Analysis Hypothesis 4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.374	.367	.52676
2	.619 ^b	.383	.373	.52452
a. Predictors: (Constant), AVG_sm, AVG_cr				
b. Predictors: (Constant), AVG_sm, AVG_cr, interaction_term				

The ANOVA Table 22 show the significant values for the both models as well for the interaction term too. But we need to keep in mind the value of variance it occurs which is not pretty good.

Table 22: ANOVA for Moderation Analysis Hypothesis 4

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.342	2	15.171	54.675	.000 ^b
	Residual	50.778	183	.277		
	Total	81.120	185			
2	Regression	31.048	3	10.349	37.617	.000 ^c
	Residual	50.072	182	.275		
	Total	81.120	185			
a. Dependent Variable: AVG_ia						
b. Predictors: (Constant), AVG_sm, AVG_cr						
c. Predictors: (Constant), AVG_sm, AVG_cr, interaction_term						

The Table 23 of Coefficients creates the two models the first one is good but our concern is about the second model which have considerable value for the main independent variable of beta is 0.54 and also significant. The beta value of social media is 0.14 which is considerable but it is insignificant 0.22 which is greater than 0.05. The beta value of interaction term is negative -0.094 and it is also insignificant 0.111.

Table 23: Coefficient info for Moderation Analysis Hypothesis 4

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.589	.235		6.766	.000
	AVG_cr	.520	.057	.554	9.135	.000
	AVG_sm	.145	.059	.150	2.471	.014
2	(Constant)	1.663	.238		6.976	.000
	AVG_cr	.513	.057	.546	9.007	.000
	AVG_sm	.135	.059	.140	2.303	.022
	interaction_term	-.063	.040	-.094	-1.602	.111

a. Dependent Variable: AVG_ia

In multiple regression we SPSS create an extra Table 24 with the name of Excluded Variables. It picks that variable which need to be excluded from the model of multiple regression. The SPSS pick the right variable which we create for the moderation purpose.

Table 24: Excluded Variable Moderation Analysis Hypothesis 4

Excluded Variables ^a						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	interaction_term	-.094 ^b	-1.602	.111	-.118	.976

a. Dependent Variable: AVG_ia

b. Predictors in the Model: (Constant), AVG_sm, AVG_cr

So we reach at the point that social media effect the intentions to apply for the job but it don't moderate relationship of the corporate reputation and intentions to apply for a job.

Chapter V

Conclusion

5.1 Conclusion

In this study we want to dig down the relationship between corporate reputation and intentions to apply for a job and the use of social media in the employer branding perspective. We check the relationship of these variables on the graduate students of Islamabad University. From three universities PIDE, QAU and COMSATS institute of information technology Islamabad students. Two out of three hypothesis were conformed.

This kind of study firstly conducted in the Norway by Anne-Mette Sivertzen Eddy Ragnhild Nilsen Anja H. Olafsen in 2013, we practice it in the Pakistan and want to saw the difference in results. We minimise the model as we can do it better in our level of understanding and the limitations we have here in Pakistan.

The results find through this study that use of social media for corporate reputation is helpful in building good reputation. It has a clear lead that the good corporate reputation has a strong link between corporate reputation and intentions to apply for a Job. But use of social media may be more effective for branding purposes if the organisation include such attributes that seems important for potential employees when they consider employers. Such as, the whole results point out the social media as an effective tool for the employer branding. However, the research on the relation is needed to capture the clear picture of the use of social media for the moderation purpose.

We found that corporate reputation has a positive relationship with the intentions to apply for a Job. Which add to the earlier findings that find that there is a relation between reputation and job pursuit intention (Belt and Paolillo, 1982; Collins and Han, 2004; Gatewood et al., 1993, in Cable and Turban, 2003). On the other hand we could not find the moderation effect of the use of social media and corporate reputation on intentions to apply for a Job. Hence the use of social media does not strengthen the already positive relation between corporate reputation and intentions to apply for a Job. However the analysis is somehow new but it needs more study to find its interactive relation with the already existing positive relation between corporate reputation and intentions to apply for a Job.

5.2 Discussion

In this study we have found the relationship among Corporate Reputation, Intentions to apply for a Job and Use of Social Media in an employer branding prospective. In which we identify important factors for which every organisation need to care about in his employer branding prospective. Two out of three H1 and H2 were conformed to high level of significance and the H3 is rejected because of significance value of p. The results are the same as tested in Norway for the engineering student (Olafsen 2013).

5.3 Recommendation

The companies need to focus on the activities and campaigns which positively affected the corporate reputation. Like CSR, better working environment, don't hurt the self-esteem of the employee because it generate negative word of mouth, quality of the product and services, health & safety of work force and good leaders to work with.

More over the social media play the easy, low cost and key role for the employer branding to the potential employees. The companies need to have a special team who care the social activates about the company to build a soft image to their target potential employees.

5.4 Limitations and Issues for the Further Study

The study in hand only focus on the students because they are the quick respondents for the job advertisements in the labour market. The further study need to approach to more students through using their reference with universities. If the universities cooperate to collect online data it will be helpful for the accessing and collecting more data to make the relationship more clear.

The social media side need more attention of the researchers to include more variable to analyse the moderating relationship for the corporate reputation and intentions to apply for the job.

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Appendix

General Instructions

This study is conducted to check out that how new graduates use social media for seeking information and how company influence their decision about offering a job. We would like that you tell us, according to the following scale, that how much you agree with the following statements about a company **XYZ/ Telecom sector**.

Scale	
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly agree

Age _____ Gender: Male: Female

Position: Student Faculty member .

Department: _____ University: _____

Questions for Corporate Reputation						
1	This company contributes actively and voluntarily to the social improvement, economic and the environmental of society?	1	2	3	4	5
2	This company stands behind its products and services with good price and good quality that meet consumer.	1	2	3	4	5
3	This company treats customers courteously, communicates with them and takes care of their safety and health.	1	2	3	4	5
4	This company generates respect, admiration esteem and confidence.	1	2	3	4	5
5	This company is recognized, has excellent leadership, is innovative, and seeks constant overcoming.	1	2	3	4	5
6	This company looks like a good company to work, already be by its infrastructure such as its working environment, benefits and good treats with its employees.	1	2	3	4	5
7	This company is a company with values that obeys the laws, transparent and respects people and the environment.	1	2	3	4	5
8	This company supports good causes that benefits society and environment.	1	2	3	4	5
Questions for Intention to apply for a Job						
9	I look for good work culture	1	2	3	4	5

10	I look for motivated staff where I will work	1	2	3	4	5
11	I look for training and development opportunities while on the job	1	2	3	4	5
12	My employer should be trustworthy in the eyes of customers	1	2	3	4	5
13	My employer should be socially responsible	1	2	3	4	5
14	Innovations should be encouraged in the company where I will work	1	2	3	4	5
15	I believe in loyalty towards organisation where I will work	1	2	3	4	5
16	My employer/organisation should be unique in terms of overall work experience	1	2	3	4	5
17	I look for career growth opportunities	1	2	3	4	5
18	I do good homework about the company when I intend to apply for the job	1	2	3	4	5
19	I thoroughly go through the website of the company before applying for the specific job.	1	2	3	4	5
20	I have a clear idea about how my employer / organisation should be	1	2	3	4	5

Questions for Intention to apply for a Job

21	I have clear ideas about my 'dream company' where I would like to work	1	2	3	4	5
22	I look for the company with well-known brand name	1	2	3	4	5
23	I look for company which has high regards in the market	1	2	3	4	5
24	While applying for the job I look forward for reputed organisation	1	2	3	4	5
25	I believe in frequently changing jobs for career growth	1	2	3	4	5
26	I intend to stick to the company for long period of time once I am employed	1	2	3	4	5
27	I look for the job advertisement where I can relate myself with the company	1	2	3	4	5
28	I look for higher pay package	1	2	3	4	5

29	I apply for those companies where in think that I will be right fit	1	2	3	4	5
30	I would apply for the company with which I can associate	1	2	3	4	5
31	I go through testimonies of the current employees where I am going to apply	1	2	3	4	5
Questions for Use of Social Media						
*	Do you use twitter: Yes <input type="checkbox"/> No <input type="checkbox"/> Facebook: Yes <input type="checkbox"/> No <input type="checkbox"/>					
32	I use Twitter to find and spread information	1	2	3	4	5
33	Twitter is primarily for information	1	2	3	4	5
34	I use Twitter to keep up-to-date of current events	1	2	3	4	5
35	I use Facebook to keep in touch with friends	1	2	3	4	5
36	I use Facebook because my friends do	1	2	3	4	5
37	Facebook is primarily for socialising	1	2	3	4	5
38	I use Twitter to keep in touch with friends	1	2	3	4	5
39	I use Twitter because my friends do	1	2	3	4	5
40	Twitter is primarily for socialising	1	2	3	4	5
41	I use Facebook to find and spread information	1	2	3	4	5
42	I use Facebook to keep up-to-date of current events	1	2	3	4	5
43	Twitter is primarily for information	1	2	3	4	5