

# INFLUENCES OF EMPLOYER ATTRACTIVENESS ON EMPLOYEES' INTENTION TO STAY AT VIETNAM ESPORTS AND ENTERTAINMENT JOINT STOCK COMPANY

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## ABSTRACT

The research studied the employer attractiveness process as a way to increase the intention to stay of employees. The study adopts the Employer Attractiveness scale, with a specific focus on the component capturing aspects of economic value, interest value, social value, development value and application value. An online survey was conducted with employees working at Vietnam esports and entertainment joint stock company. The results of this study suggest that the economic value is important for employees' intention to stay at Vietnam esports and entertainment joint stock company. Moreover, the results suggest that many employees perceive their jobs as interest, and further indicate that the possibility of being creative and innovative at work is an important driver for employees to stay with their current employer. Social value and development value also influence employees' intention to stay employed at Vietnam esports and entertainment joint stock company.

**Keyword:** - Employer attractiveness, Intention to stay, Esports company.

## 1. INTRODUCTION

Human resource is one of the most significant resources for all organizations or businesses across the world, and they are also a factor that is regarded a sustainable advantage in organizations' and businesses' competitive advantages. Building a high-quality human resource is one of the most difficult and complicated process that must be completed if the company is to survive and grow efficiently and sustainably in the long term. In other words, in order for the business to grow sustainably, it is vital to have a team of good and talented employees who are always willing to commit themselves and remain with the firm under any circumstances.

Furthermore, in the context of the world's population aging, there is a typical problem of a drop in the number of individuals of working age which leads companies will face increased competition for talent. Because of a scarcity of highly trained applicants and frequent labor mobility leading to hiring, training, and development expenses are expensive. In addition, if employees do not satisfy with their employers, they have a tendency to vote with their feet. Therefore, building up human resources is not enough and companies must also consider how to make their employees truly excited, stay with the company for a long time, and prevent the problem of bleeding talented persons to competitors. Increasing employer attractiveness is an effective method for gaining a competitive advantage in increasingly competitive job markets.

Employer attractiveness is a holistic picture formed in the minds of employees and prospective employees of the package of psychological, economic, and functional advantages supplied by employment and associated with a certain organization (Arachchige, 2013). Fostering employer attractiveness is one strategy used by businesses to attract and retain the most desirable workers, particularly those who they feel will sustain their brand's success and ensure continued profitability. This method is based on the premise that the results will provide practicing firms with a competitive advantage.

Retaining the right employees, on the other hand, is becoming an unending issue for many firms as competent and inventive employees become pickier when seeking professional prospects and positions. As a result, firms are investing more in building high employer attractiveness in order to retain qualified personnel (Charbonnier-Voirin, 2017). Therefore, employer attractiveness has become one of the most important areas of growth for businesses, as it tries to attract potential workers as well as keep current employees. Employer attractiveness is especially important in service organizations since contact workers in service settings play an important role not only in value generation but also in customer satisfaction during service interactions and (Smith, 1999).

Currently, attracting and retaining the best talent is a concern, particularly for knowledge-based firms in the esports sector, which rely on a limited supply of highly trained employees. Due to the limited supply of highly trained applicants, along with the fact that there are numerous e-sports organizations with recruitment needs, the job jumping rate is extremely high. Workers in eSports firms tend to leave when they are offered a greater wage and a better working environment. Employee retention is a challenge for leaders in esports organizations.

This study aims to systematize the essential theoretical frameworks on employer attractiveness, employees' intention to stay, the process of developing and assessing employer attractiveness, employees' intention to stay and the impact of employer attractiveness on employee's intention to stay. Based on the theories studied, authors analyze the features of employer attractiveness at Vietnam esports and entertainment joint stock company by developing a scale system of employer attractiveness and employees' intention to stay. The findings of this study can be used to track the perceptions of current employees about the employer attractiveness of the company to retain employees.

## 2. LITERATURE REVIEW

### 2.1 Employer attractiveness

Employer attractiveness has gotten a lot of attention in the last decade (Boswell, 2003) as a notion relating to the benefits that potential workers believe they can be gained by employment with a certain organization (Pingle, 2013)

According to Cable (2001), attractiveness qualities are variables that potential workers evaluate when selecting an employer, and they are prioritized based on the potential employees' requirements and expectations. Turban (1997) defined Employer Attractiveness as the extent to which a person would seek an organization as an employer and the amount to which they would promote it to others. Employer attractiveness is a key term in knowledge-intensive situations since recruiting workers with higher skills and knowledge provides a competitive advantage (Tüzüner, 2009). Highhouse (2003) indicates that individuals' emotional and attitudinal beliefs about a firm as a possible employer reflect the organization's attractiveness. Individuals can be attracted to more than one firm at the same time due to the passive nature of corporate attraction, but more active conduct toward the company would restrict the options. After that, employer attractiveness is defined by Berthon (2005) as "the envisioned benefits that a potential employee perceives in working for a given business".

For decades, the literature has clearly examined the topic of employer attractiveness. Considerable emphasis has been placed on the idea and characteristics of an attractive employer/organization (Backhaus, 2006), which is the expression of the best employer's concept in the context of human resource management (Love, 2011), the influence of demographic characteristics of employees in perceiving the attractiveness of foreign companies (Newbury, 2006), the impact of word of mouth on organizational attractiveness (Uen, 2009), and the characteristics, sectors of organizations that are most appealing to young applicants in the labor market (Lievens, 2001).

As a result, it is critical for a firm to strive constantly to increase its attractiveness in order to become known and appealing in the labor market, as this will assist the recruiting process become more easier (Collins, 2001). Being the employer of choice entails creating an attraction of the organization in the minds of current and potential employees as a "great place to work," demonstrating the organization's efforts to communicate what makes the organization desirable and different as an employer, and caring about attractiveness, engagement, and retention initiatives that enhance the company's employer attractiveness (Jenner, 2007). The majority of techniques to explaining and revealing employer attractiveness seek to find "workers' similarities, wants, motivations, perspectives, and shared values." Nonetheless, most companies are varied" (Barrow & Mosley, 2011), and the basic reality is that different people see the worth and relevance of certain job attributes differently (Schokkaert, 2009).

Employer attractiveness - the degree to which potential applicants and current employees perceive the organization favorably as a place to work (Jiang, 2011) - helps an organization outperform its competitors and achieve financial success; it builds a reputation that attracts talents; it reduces turnover, fosters employee creativity and innovation, establishes a high-quality culture, increases resistance to downturns or market shocks, and eventually provides a competitive advantage (Workplaces, 2014). It is also claimed that being a 'great place to work' helps in the war for talent (EB Insights, 2011), because people prefer to work for organizations with a strong and positive reputation and

prestige (Rousseau, 2008) over higher wages, expecting a sense of pride that organizational membership will provide (Cable, 2001)

Employer attractiveness may be seen as a precursor to employer brand equity (Berthon, 2005). Establishing employee expectations should be considered as a beginning point for every employer's branding effort (Hubschmid, 2012), which helps firm in becoming an attractive employer, creating trust and commitment, and remaining competitive in their industry.

### **1.2 Employees' intention to stay**

The intention is a psychological antecedent for the actual behavior (Ajzen et al., 1980), Individuals' intentions to stay or leave, to do or not execute a behavioral act, can be a major predictor of action.

Intention to stay has been operationalized as an employee's desire to stay with the company (Chew et al., 2008). According to this study, when employees are pleased and comfortable with their employment and work environment, they are more likely to stay. Intention to stay is described as an employee's long-term desire to remain in their existing employment connection with their current employer (Johari, J. et al., 2012; Mohammad, 2012). Turnover intention, on the other hand, refers to when an individual considers, plans, and wishes to quit their position (Mobley, W. H. et al., 1979)

The employees' intention to stay reflects his level of loyalty to his organization and determination to remain employed (Hewitt, 2004). It relates to the proclivity to leave, the desire to quit, the desire to stay, behavioral commitment, and attachment (Halaby, 1986; Mueller, C. W. et al., 1999). Many research, according to Noraani et al. (2010), have demonstrated that this idea, whether dubbed "desire to stay" or "propensity to depart," was definitely the most important factor of turnover (Tett, R. P. et al., 1993; Igharia, I. et al., 1992). Besides, Carsten & Spector (1987) and Iverson (1996) all found a substantial negative link between intention to stay and turnover. According to Dalessio, A. et al. (1986), greater emphasis should be placed on retention rather than turnover, because when an individual leaves, a business must suffer the expense of finding and retaining another person.

Thibaut & Kelley (1959) established the concept of social exchange underpins the intention to stay. The hypothesis explained why people formed intimate interactions with others. The idea also stipulated when the relationships should begin and finish. It also stressed human connections, as well as their costs and advantages (Noraani et al., 2010). According to Blau (1964), social exchange theory holds that positive actions should be returned. Mossholder et al. (2005) cited the Social exchange theory, which stated that those who believed they had received advantages from others would subsequently feel obligated and reciprocate via effort and loyalty. Effort and loyalty are typically demonstrated by a great devotion to their career and a strong desire to continue with their current company (Noraani et al., 2010).

### **1.3. Previous researches about employer attractiveness and employees' intention to stay**

Throughout the last three decades, there has been little research on the relationship between the attractiveness of an employer and intentions to stay of the employee.

The findings of Abd-El-Salam et al. (2013) revealed strong connections between employer attractiveness and employee satisfaction and intention to stay. According to these authors, the attractiveness of an organization's brand influences workers' decisions to join and stay with the organization.

Rozsa et al. (2019) examined whether employer attractiveness impacts workers' intentions to stay or leave to another organization, as well as if it is feasible to discover elements that have a substantial effect on the intention to stay or leave. The findings revealed that Application Value is the most important factor in an employee's decision to stay with the organization, followed by Economic Value, Interest Value, and Social Value. Interestingly, Economic Value was the second most significant factor determining the desire to stay, despite the fact that the Slovak economy is based on cheap labor. They also discovered no statistically significant links between Development Value and employees' intent to stay or depart.

Dechawatanapaisal (2017) discovered that intrinsic elements linked to employer attractiveness, such as opportunities, values, and time, were more effective motivators for workers to stay with a company than extrinsic reasons. Employees felt a feeling of commitment to the company when they felt a sense of identity inside the organization through specialized or personalized responsibilities. Long-term career plans or succession planning assist employees in recognizing and realizing their own growth and potential within a business.

According to Ikram et al. (2021) internal employee attractiveness influences an employees' intent to stay. Internal branding contributes to the development of an organization's internal culture, which in turn improves the dynamics of open innovation. Employees will feel pleased, supported, and more likely to be loyal to the business if they have the correct mentality, brand identification and dedication, and right attitudes.

Employer attractiveness is a critical way of employee retention since it has a direct influence on the whole employee experience in a business (Hadi & Ahmed, S., 2018). For an organization, retaining talent requires the need to apply efforts. For an organization, retaining talent requires the need to apply efforts. Employees prefer to identify with the organization they work for when it has a favorable and appealing external image. Furthermore, increasing the attractiveness of the organization helps to explain the level of employees' to stay, as it leads to varied levels of commitment.

Improving employer attractiveness leads to greater employee retention by creating a sufficiently appealing and desired image that employees do not find appealing in other firms. An employee is exposed to the employer brand from the moment he or she joins an organization. This not only helps firms to promote the entire employee experience but also allows them to be an employer of choice (Gilani & Cunningham, L. , 2017).

An organization's attractiveness extends beyond what is stipulated in a formal contract (Edwards & Peccei, R., 2010). Discovering techniques to evaluate workers' impressions of what the company promises and provides in terms of perks allows for an evaluation of the firm's attractiveness. This evaluation is based on criteria that are not contained in the legal contract, but rather in the so-called psychological contract. This contract is described as an agreement in which something is transferred while taking into consideration the individual's view of the same agreement. In this sense, through employer attractiveness, the organization advertises the psychological benefits it provides, such as career opportunities, personal development, training, and development, thereby developing positive organizational perceptions and assisting in the establishment of performance levels, commitment, satisfaction, and retention.

Tripathi et al. (2020) discovered that employee attractiveness aspects such as growth possibilities, work culture, creativity and learning, socio-ethical responsibility, salary, and recognition do not drive employees to stay with a firm. Rather, the aforementioned criteria were significant only when they were conspicuously lacking from the company and the individual was unsatisfied with their employment. Fully satisfied employees with employee attractiveness are more likely to stay with a company and suggest it to others.

In Vietnam, there is currently no specific research on the relationship between employer's attractiveness and employees' intention to stay. There has only been one study on the effect of employer attractiveness on employee job turnover. Using the lens of existing hospitality employees in Vietnam, A Kar & Nguyen Thi Phuong (2022) establish a thorough knowledge of employer branding dimensions as well as the dimension's prospective ties with turnover intentions. Economic, social, development and security values were shown to have negative effects on turnover intentions; however, the influence of application and interest values on turnover intentions was not validated.

In conclusion, there is currently no study in Vietnam or across the world concentrating on the influence of employer attractiveness on the intention of employees to stay in Vietnam, particularly in the e-sports business.

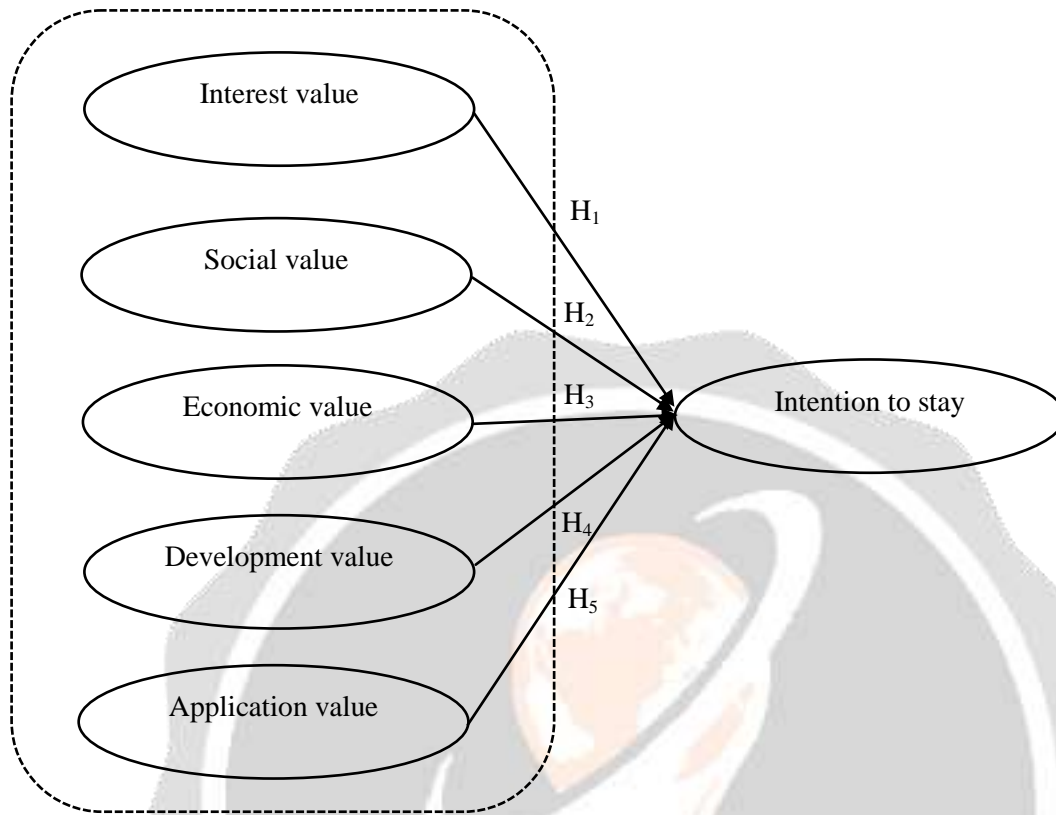
### 3. HYPOTHESIS DEVELOPMENT

After reviewing the literature ideas for prospective hypotheses to test emerged. Numerous elements influence people's perceptions of an organization's attractiveness as an employer (Lemmink et al., 2003). Berthon et al. (2005) established the Employer Attractiveness Scale as a first operationalization of the construct after identifying five characteristics of employer attractiveness from the standpoint of potential employees. Berthon and colleagues (2005) discovered a link between the five characteristics of employer attractiveness and overall attractiveness. The Employer Attractiveness Scale (Berthon et al., 2005) has been used more frequently in subsequent studies because it suggests a convergence between attribute classification and the inclusion of the dimensions proposed by Ambler and Barrow (1996) (Alniaçik & Alniaçik, 2012; Roy, 2008; Sivertzen et al., 2013). As a result, the Employer Attractiveness Scale was chosen as the measurement for this study.

The author hypothesizes in this thesis whether each of the five characteristics of employer attractiveness has a relationship with employees' intention to stay, as indicated in the following hypotheses:

- H<sub>1</sub>. Interest value has a positive impact on employees' intention to stay.
- H<sub>2</sub>. Social value has a positive impact on employees' intention to stay.
- H<sub>3</sub>. Economic value has a positive impact on employees' intention to stay.
- H<sub>4</sub>. Development value has a positive impact on employees' intention to stay.
- H<sub>5</sub>. Application value has a positive impact on employees' intention to stay.

**EMPLOYEE ATTRACTIVENESS**



**Fig-1** Research model

**4. DATA COLLECTION METHODS**

4.1 Qualitative research

The author has studied and synthesized theories available from articles and previous studies related to employer attractiveness and employees’ intention to stay. The author then conducts a refinement of the content, and at the same time uses the methods of consulting experts (specifically, the instructor). This will help the author adjust the observed variables to suit the content of the research paper so that he can build the most reasonable questionnaire for the qualitative research process. From these observed variables, the author can partly visualize an overall view of the research model from which to form the basis for the quantitative research part.

According to the research model section, the author gives 6 research variables used in the article, which are:

**Table 1:** Research variables

No.	Variables	Sign
1	Interest value	IV
2	Economic value	EV
3	Social value	SV
4	Application value	AV
5	Development value	DV
6	Intention to stay	ITS

*Source: Authors’ recommendation based on research by Styvén, et al. (2022)*

The author has synthesized and created a scale system for the aspects of employer attractiveness and employees' to stay based on previous research. will be an observed variable, with a distinct number of observed variables for each facet.

### 2.3.1.2 Quantitative research

The author collects data through the use of a questionnaire. The questionnaire will be given in 2 forms: online (via Google form platform) and offline. After completing the survey data collection, the author collected a total of 171 samples from official employees and collaborators working at Vietnam esports and entertainment joint stock company participating in the survey. However, the author has performed the screening of invalid and unsatisfactory answer sheets, as a result, 171 qualified samples have been selected to be included in the research analysis process. This data collection period took place from March 20 to March 29, 2023.

From the collected answer sheets, the author cleans up the information by removing the wrong answer sheets, which are not guaranteed for analysis. After that, the data will be encrypted so that it can be entered and analyzed through SPSS 22.0 software.

The author has analyzed the data according to the following steps: (1) testing Cronbach's Alpha reliability, (2) testing convergence of variables, (3) descriptive analysis and (4) regression analysis.

Analysis of Cronbach's alpha coefficient to assess the internal consistency of the statements in each aspect of the questionnaire.

According to Hair et al. (2010), Cronbach's Alpha coefficient must be from 0.3 or more to meet the requirements. More specifically, a coefficient from 0.8 to close to 1 is a good measure; from 0.7 to 0.8 is the scale that can be used; from 0.6 and above is the scale that can be considered for use in case the measurement concept is new or new to respondents in the new research context and below 0.3, the scale will be rejected. Testing the convergence of the aspects through EFA analysis to check and confirm the appropriateness of the observations in the questionnaire. Descriptive analysis included measuring the mean ( $\pm$  standard deviation) of each aspect and statement, as well as the frequency for the demographic information of the respondents. Regression analysis is also used to show the relationship of the dimensions of employer attractiveness with employees' intention to stay.

## 5. RESEARCH RESULTS

To verify the system of measurement aspects of a learning organization, the author has tested the convergence of the aspects through the EFA analysis. The results of KMO coefficient and Bartlett test, Eigenvalue and rotation matrix table are obtained as follows:

**Table 2:** Summary of exploratory factor analysis from result EFA

Type of variable	KMO coefficients	Sig.	Total variance extracted (%)	Factor loading coefficient	Conclusion
Independent variable	.879	.000	69.516	.5	Condition for analysis is met.
Dependent variable	.751	.000	52.347	.5	Condition for analysis is met.

Source: Survey results

Based on the table above, the authors noted that all observed variables had factor loading coefficients greater than 0.5, meeting the criterion. The total variance extracted for the independent and dependent variables were 69.516% and 52.347%, respectively, indicating that the factors account for 67.502% and 69.642% of the variability in the independent and dependent variables. Thus, the measurement scales and observed variables in the model meet the necessary standards and are appropriate for further analysis.

The author performed a scale reliability test (Cronbach's Alpha) to ensure that the observations were appropriate. The evaluation of the attractiveness of the employer and the intention of the employee to stay covers six dimensions and 30 observed variables. The author conducts reliability study for all observable variables of six aspects using 171 valid responses. All Cronbach's Alpha coefficients are greater than 0.6 (Nunnally, 1967), indicating that all are satisfied in terms of reliability. Also, the correlation coefficient of all variables is greater than 0.3, satisfying the requirement. As a consequence, all 30 assertions from the author's 6 groupings of factors satisfy the reliability scale

of Cronbach's Alpha - a crucial criteria, without any observations being rejected, to avoid random errors and offer objective, consistent results.

The results from Cronbach's Alpha coefficient of most of the observed variables are stable. Thus, it can be concluded that the final results collected by the author are all reliable and consistent with the built scales.

**Table 3: Summarize the reliability test of the scale**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
IV1	17.35	6.926	.569	.855	.859
IV2	17.43	6.543	.666	.832	
IV3	17.57	6.265	.648	.837	
IV4	17.43	6.143	.747	.811	
IV5	17.56	5.866	.753	.808	
SV1	17.34	7.445	.804	.853	.892
SV2	17.34	7.376	.702	.877	
SV3	17.43	7.552	.722	.871	
SV4	17.39	7.335	.814	.851	
SV5	17.49	8.009	.646	.888	
EV1	17.12	8.472	.763	.832	.870
EV2	17.28	7.597	.721	.838	
EV3	17.25	8.120	.682	.847	
EV4	17.32	7.732	.709	.840	
EV5	17.20	8.665	.629	.859	
DV1	17.16	6.793	.752	.806	.853
DV2	17.58	7.029	.526	.851	
DV3	17.28	6.323	.682	.819	
DV4	17.16	6.671	.690	.817	
DV5	17.46	6.076	.710	.811	
AV1	15.97	7.599	.361	.605	.678
AV2	16.10	6.824	.416	.626	
AV3	16.09	7.349	.356	.658	
AV4	16.13	6.740	.430	.618	
AV5	16.34	6.903	.357	.658	
ITS1	16.14	10.433	.310	.759	.771
ITS2	15.59	8.243	.714	.619	
ITS3	15.63	9.244	.459	.713	
ITS4	15.53	8.634	.705	.631	
ITS5	16.07	8.308	.425	.743	

Source: Survey results

In SPSS, the data of the F-test are taken from the ANOVA table.

**Table 4: ANOVA**  
**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	32.413	5	6.483	19.255	.000 <sup>b</sup>
Residual	37.035	110	.337		
Total	69.448	115			

a. Dependent Variable: ITS

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

*Source: Survey results*

The ANOVA table gives us the results of the F test to evaluate the hypothesis of suitability of the regression model. The F-test sig value is  $0.000 < 0.05$ , so the regression model is suitable.

**Table 5: Model Summary**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856 <sup>a</sup>	.733	.725	.580	1.667

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

b. Dependent Variable: ITS

*Source: Survey results*

A commonly used measure of linear regression model suitability is the coefficient of determination  $R^2$  (R square). When most of the data points are centered close to the regression line, the  $R^2$  value will be high, conversely, if the data points are scattered far away from the regression line,  $R^2$  will be low. The  $R^2$  index is in the Model Summary table.

The adjusted  $R^2$  and  $R^2$  both fluctuate in the range from 0 to 1. If  $R^2$  is closer to 1, the independent variables explain more for the dependent variable, and conversely, the closer  $R^2$  is to 0, the independent variables are more likely to little explain the dependent variable.

The Model Summary table gives the results  $R^2$  (R Square) and  $R^2$  adjusted (Adjusted R Square) to evaluate the goodness of fit of the model. The adjusted  $R^2$  value of 0.725 shows that the independent variables included in the regression analysis affect 72.5% of the variation of the dependent variable, the remaining 27.5% are due to out-of-model variables and random errors.

The results of this table also give Durbin–Watson values to evaluate the phenomenon of first-order series autocorrelation. The value  $DW = 1.667$ , ranges from 1.5 to 2.5, so the results do not violate the assumption of first-order series autocorrelation (Yahua Qiao, 2011).

**Table 3.2: Coefficients**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.498	.464		3.228	.002		
IV	.485	.173	.390	2.797	.006	.949	1.010
SV	.419	.145	.383	2.889	.005	.975	1.634
EV	.535	.131	.529	4.091	.000	.890	1.449
DV	.066	.159	.322	2.319	.007	.810	1.771
AV	.112	.077	.105	1.467	.062	.740	1.064

a. Dependent Variable: ITS

*Source: Survey results*

The Coefficients table shows the results of the t test to evaluate the hypothesis of significance of the regression coefficient, the VIF index to evaluate multicollinearity and the regression coefficients.

Looking at the results of the linear regression coefficient, it can see that in the 5 dimensions, the variable Application value (AV) has a Sig coefficient  $> 0.05$  which is unsatisfactory, so the author removes the application value (AV) variable from the regression model. The remaining 4 dimensions, Interest value (IT), Social value (SV),



Economic value (EV) and Development value (DV) meet the requirements because Sig < 0.05, showing that these signs are significant in 95% confidence. As a result, at the 95% confidence level, these independent variables all affect the dependent variable Intention to stay (ITS). The regression coefficients of these variables are 0.390, 0.383, 0.529 and 0.322, respectively, which are all positive indications, indicating that these signs have a favorable impact on employees' intentions to stay.

Thus, the author concludes the hypothesis:

- H<sub>1</sub>. Interest value has a positive impact on employees' intention to stay. (Accept)
- H<sub>2</sub>. Social value has a positive impact on employees' intention to stay. (Accept)
- H<sub>3</sub>. Economic value has a positive impact on employees' intention to stay. (Accept)
- H<sub>4</sub>. Development value has a positive impact on employees' intention to stay. (Accept)
- H<sub>5</sub>. Application value has a positive impact on employees' intention to stay. (Reject)

The VIF is an indicator of collinearity in a regression model. The smaller the VIF, the less likely there is to be multicollinearity. Hair et al. (2009) suggested that a VIF threshold of 10 or more would result in strong multicollinearity. According to Nguyen Dinh Tho (2010), if VIF > 2, multicollinearity may occur, causing skewed regression estimates.

In this study, the VIF coefficients of the independent variables are all less than 10, in this case even less than 2, so the data does not violate the assumption of multicollinearity.

From the regression coefficients, the author built standardized and unstandardized regression equations in the following order:

$$\bullet \text{ ITS} = 0.390 \cdot \text{IV} + 0.383 \cdot \text{SV} + 0.529 \cdot \text{EV} + 0.322 \cdot \text{DV}$$

Or: **Intention to stay = 0.390\*Interest value + 0.383\*Social value + 0.529\*Economic value + 0.322\*Development value.**

The importance of the variables Interest value, Social value, Economic value and Development value for the Intention to stay is determined based on the beta coefficient. If the absolute value of the beta coefficient of any factor is larger, the more important it is to affect employee loyalty to the company. Therefore, the most important influence on employees' intention to stay is the Economic value ( $\beta = 0.529$ ), then the Interest value ( $\beta = 0.390$ ), followed by the Social value ( $\beta = 0.30$ ) factor. 0.383), and finally the Development value ( $\beta = 0.322$ ).

Therefore, based on the regression results, it can see that there are 4 factors affecting employees' intention to stay at Vietnam esports and entertainment joint stock company, namely: Interest value, Social value, Economic value and Development value. in which Economic value has the most impact, and Development value has the least impact on intention to stay of employees.

Economic value is the most important factor affecting employees' intention to stay (because it has the largest beta coefficient). The positive sign of the beta coefficient means that the relationship between Economic value and employees' intention to stay is a positive relationship. Regression results show that the factor Income has  $\beta = 0.529$  and Sig = 0.000 (<0.05), that is, in the condition that other independent variables do not change and if the Economic value is increased by 1 unit, the intention to stay of employees at Vietnam esports and entertainment joint stock company will increase to 0.529 units.

Interest value has the second largest regression coefficient with  $\beta = 0.390$ , positive sign and Sig = 0.000 < 0.05, which means that the Interest value factor has a positive relationship with employees' intention to stay. The beta coefficient = 0.390 means that in the condition that other independent variables do not change and if the Interest value is increased by 1 unit, the intention to stay of employees at Vietnam esports and entertainment joint stock company increases to 0.390 units.

Social value has the third largest regression coefficient with  $\beta = 0.383$ , positive sign and Sig = 0.000 < 0.05, which means that the Social value factor has a positive relationship with employees' intention to stay. The beta coefficient = 0.150 is significant that in the condition that other independent variables do not change, and if increasing the Social value by 1 unit, the intention to stay of employees at Vietnam esports and entertainment joint stock company increases to 0.383 units.

Finally, Development value has the 4th largest regression coefficient with  $\beta = 0.322$ , positive sign, Sig = 0.000 < 0.05, which means that the Development value factor has a positive relationship with employees' intention to stay. The beta coefficient = 0.322 means that in the condition that other independent variables do not change, increasing the Development value by 1 unit will increase the intention to stay of employees at Vietnam esports and entertainment joint stock company by 0.322 units.

#### 4. CONCLUSIONS

Using a mixed methods technique, this thesis evaluated employee perceptions of workplace attractiveness and the impact on desire to stay at Vietnam esports and entertainment joint stock company. Both qualitative and quantitative studies revealed intriguing insights about employer appeal and employee intention to stay. The findings of these studies were critical in identifying both the employer's attractiveness and the employees' intention to stay, which are the two main subjects of study in the thesis research question. The thesis achieved its goal of understanding workers' perceptions of the employer attractiveness, employee intention to stay and the influence of employer attractiveness on employee intention to stay.

This study investigated what factors of employer attractiveness influence the employees' intention to stay at Vietnam esports and entertainment joint stock company. The finding revealed that four dimensions of employee attractiveness directly impact intention to stay after analyzing the collected data: interest value, social value, development value, and economic value. It indicates that staff members who have a positive perception of their employer's attractiveness are more probable to stay. While comparing my findings to those of other studies, the author discovered several similarities and differences between my results as well as the others. Although some of the findings differ from those found in the literature, quantitative data show that the growth of an employer's attractiveness influences existing workers' desire to stay in a reasonable and homogeneous manner.

In conclusion, this research found a significant relationship among employer attractiveness and employees' intention to stay. Interest value, social value, development value, and economic value has positive impacts on the employees' intention to stay.

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