

An Ancient Concept In Modern Setting: Electronic Word Of Mouth About Employers

Two studies providing insight in motivations of writing and reading online reviews about employers



Master Thesis Communication Studies
Faculty of Behavioral Sciences, University of Twente

Student: Inge Jentink (s0178705)

Graduation Committee:
Dr. Joris J. van Hoof
Dr. Ir. Peter W. de Vries

Company:
360inc.

Dutch summary

Het internet zorgt ervoor dat consumenten meningen en ervaringen kunnen delen over producten en services door middel van een online platform en/of virtuele gemeenschappen. Dit concept van delen van meningen wordt ook wel vorm gegeven op een review website, waar we anno 2012 niet meer omheen kunnen. Consumenten vertrouwen steeds meer op online reviews om een realistisch beeld te krijgen van zaken en participeren steeds meer in dit soort 'elektronische mond tot mond communicatie', vooral als het gaat om producten die moeilijk te omschrijven zijn. Een relatief nieuw onderwerp van reviews zijn reviews over werkgevers. Reviews die een blik geven op hoe zaken er echt aan toe gaan bij een organisatie. Werkgevers zijn natuurlijk een erg complex en persoonlijk 'product', maar hebben mensen behoefte aan zogenaamde 'inside informatie' hierover? En, nog belangrijker, wat motiveert mensen om een review te gaan schrijven over een (ex-)werkgever? Door twee online studies, een vragenlijst en experiment, is gebleken dat de meeste mensen wel de behoefte voelen om reviews te lezen over werkgevers (passieve participatie), maar geen intentie hebben om zelf een review te gaan schrijven (actieve participatie). Respondenten gaven aan bang te zijn dat reviews toch niet helemaal anoniem waren en daarnaast vooral bang waren dat reviews invloed kunnen hebben op een huidige of toekomstige baan. Verder bleken de voorspellers 'concern for others', 'anonymity' en 'self enhancement' een significante rol te spelen als voorspeller van intentie om te participeren in elektronische mond tot mond communicatie. Mensen die hoger scoren op self enhancement hebben allemaal een hogere intentie om een review te schrijven over een werkgever. Verdere theoretische en praktische implicaties worden besproken.



Preface

Enschede, 30 maart 2012

Searching for a job is an uncertain task, in advance, you never know exactly what you may aspect of an employer. Because lots of review website are available online about hotels, holidays, products and so on, it could be reasonable to think of a review website with inside information about employers. This research has investigated which need people have for this information and whether they are willing to provide a review about a (former) employer themselves.

About a year ago I started this research for graduating my Master Communication Studies. To fully gain insight in the practice of review websites and social media I participated for 6 months on the website 360inc, a review site about employers in the Netherlands. The website contains information about employers, inside information, photo's and all of this connected to social media. In this article the existing literature, results and implementations of two studies that have been done are presented.

Writing on this Master Thesis gave me valuable insights in the world of science, connected to the world of practice and the combination between, which was a difficult process at times of which I learned much. I enjoyed doing such an extensive research, though it was not always easy to keep on writing and keep the focus of this research. In resume, I believe this output is a very decent research with many facets on which scientists as well as managers in this subject can learn much. The research sheds light into the world of Young Professionals and their needs for transparency of employment.

I would like to show my gratitude to some people for helping me during this research. First of all, I would like to thank my parents for their support at all times and making it possible for me to study. Besides my parents, I would like to thank my friends and brother who helped me al lot during this research en kept motivating me to finish this 'marathon'. Special thanks go to Marloes Middelkamp, my 'partner in crime' during my whole study and the one who always told me during this process "everything will be all right". Furthermore, I would like to thank Hilde Tholen and Tanja Terstappen (former employers of 360inc.nl) for the possibility for me to implement my research with their case and for doing my internship for 360inc. In addition, I would like to thank both supervisors Joris van Hoof and Peter de Vries for their critical views and questions, support for difficult analyses and other feedback on my research. I also would like to thank Mark Tempelman, who read my article and has given feedback to finish my piece of work. Last, but certainly not least, I would like to thank everyone who participated in this research.

I hope you will enjoy reading my article.

Please contact me via my email inge_jentink@hotmail.com if you have any questions or comments.

Inge Jentink

Content

Dutch summary	2
Preface	3
Content	4
Abstract	6
1. Literature	8
1.1 Motives to write	8
1.2 Anonymity	10
1.2.1 Trust needs to grow	11
1.3 Intention to participate in eWOM	12
1.4 Summary of findings in literature	13
2. Research Overview	13
2.1 Research model study 1	13
2.2 Research model study 2	14
3. Study 1: questionnaire	15
3.1 Method	15
3.1.1 Participants	15
3.1.2 Procedure	15
3.1.3 Instrument	15
3.1.4 Measures	16
3.2 Results	17
4. Study 2: experimental design	18
4.1 Method	18
4.1.2 Participants	18
4.1.2 Procedure	19
4.2 Study 2a: manipulating anonymity	19
4.2.1 Method	19
4.2.1.1 Materials	19
4.2.1.2 Participants	19
4.2.1.3 Manipulation check	20
4.2.2 Results	21
4.2.2.1 Main effects	21
4.3 Study 2b: manipulating concern for others	22
4.3.1 Method	22
4.3.1.1 Materials	22

4.3.1.2 Respondents	22
4.3.1.3 Manipulation check	22
4.3.2 Results	23
4.4 Results - hypotheses overview	24
Study 1	24
Study 2a	25
Study 2b	25
Study 2 overall	25
5. Discussion	25
5.1 Theoretical and Practical Implications	25
Anonymity	26
Concern for others	27
Other predictors	27
Self enhancement	28
5.2 Study limitations and future research	29
6. References	31
Appendix A Study 1 questionnaire (in Dutch)	36
Appendix B Primes	40
Appendix C Homepage manipulations	42
C1. Anonymity	42
C2. Non anonymity	43
C3. Concern for others	44
C4. Non Concern for others	45
Appendix D Study 2 questionnaire (in Dutch)	46
Appendix E Mean scores main effects per condition study 2a	52
Appendix F Mean scores main effects per condition study 2b	54



An Ancient Concept In Modern Setting: Electronic Word Of Mouth About Employers

Two studies providing insight in motivations of writing and reading online reviews about employers

Inge Jentink

Available: 30 March 2012

Abstract

The internet enables consumers to share their opinions and experiences about products and services through opinion platforms. Whereas the concept of a review website was not a 'general' thing at all 5 years ago, in the year 2012 we cannot exclude these websites anymore. Consumers rely increasingly on review sites to obtain more realistic information and engage in electronic Word of Mouth; an ancient concept in modern setting. A relatively new subject in this area are reviews about employers. Reviews that give inside information about jobs and companies and give an image of how it really is to work at a certain organization. But do people feel the need to know this inside information about employers? And, more important, what motivates them to write a review about their (former) employer? By two online studies, a questionnaire and an experiment, this research founded that most people do feel the need to *read* reviews about employers, but do not have the intention to *write* them out of own experiences. Respondents said they were afraid it was not really anonymous and were scared their reviews influenced their actual or potential job in the future. Furthermore, 'concern for others', 'anonymity' and 'self enhancement' played a significant role as predictors for writing a review. People more self enhanced all had a higher intention to write a review about an employer. Further theoretical and managerial implications are discussed.

Keywords: eWOM, Review Websites, Motivations, Anonymity, Concern for Others, Self Enhancement

Searching for a job is an uncertain task. Uncertain because you may have a goal you want to reach with a job and does a potential employer fit in? People want a certain salary, possibilities for education and other career opportunities. But what is reasonable to require? Another exiting element is the culture in organizations, this could make or break a job (Popovich and Wanous 1982). So in advance, you never know exactly what to expect of an employer. Searching for the right employer is possible via different channels: searching via your own network, fairs, internships, websites or social media. Looking for a job via the last two called channels happens more and more nowadays. That is why it could be reasonable to think of a website with inside information about employers where people can read reviews about possible employers and add reviews themselves about their (former) employ-

er(s). This concept exists in the USA named www.glassdoor.com. Visitors of this website gain information about employers in the whole country. The site gives an inside look at jobs and companies and people can read and upload reviews about employers. Many subjects pass the line, from where you can make the most money to where the most jokes are made at the work floor. According to this example, Nobiles¹ started a website like this in the Netherlands in October 2010: www.360inc.nl. The goal is to create a clear image of employers for the so called Young Professionals (YP). This young generation wants honesty and transparency and does not always believe the beautiful stories companies write on

¹ Nobiles is a Dutch organization which informs high educated students and starters about their study, career and future employer.

their sites. The target group now enters the labor market and mainly belongs to the generation Y. This group of people has grown up with new media, wants more transparency, works to live and needs a job with room for self development (Nubé 2011).

In general, people rely increasingly on the internet to obtain product information and advice from other consumers. These information and product recommendations sent by other consumers exert a strong impact on various aspects of consumer behavior: brand perceptions, buying intentions, customer acquisition and so on (Eisenbeiss et al. 2012). As addition to the official information of employers on organization-sponsored websites and magazines, social media as Facebook and LinkedIn could function as a feedback and evaluation tool for consumers (Dellarocas 2003). Consumers rely on these platforms to share and exchange opinions and experiences regarding product and services (electronic Word of Mouth communication (eWOM)) (Bagozzi and Dholakia 2002; Dwyer 2007; Hennig-Thurau et al. 2004). In the decision making process of consumers this eWOM gains importance and studies have explored the motivation behind a consumer's decision to engage in eWOM communication on web-based opinion platforms (Hennig-Thurau et al. 2004), the antecedents of the decision to use online reviews (Park and Lee 2009), the value of eWOM communication (Dwyer 2007), the differential effects of eWOM and critics' reviews on movie evaluation (Chakravarty, Liu and Mazumdar 2010), the trustworthiness of eWOM communication (Smith, Menon and Sivakaumar 2005) and so on.

Hennig-Thurau et al. (2004) found many determinants for writing reviews on web-based opinion platforms, but do these determinants also apply for employers? In the final section of their research, Hennig-Thurau et al. (2004) set out the difficulty of comparing their results with other products and services. Wang (2010) concluded that the social image of a reviewer and a high productivity of reviews are important indicators of writing reviews. Wang (2010) does not exclude other factors to be an indicator of this behavior. Besides social image, Mackiewicz (2010) points out that other factors are important such as money, altruism and the desire of influencing the world. A special characteristic about this new market is that most of these reviews are written voluntarily. Previous studies have examined

mostly the impacts of online reviews on sales, price, reputation, customer expectation, trust, promotion, attracting new business, product differentiation, etc. (e.g., Clemons, Gao, and Hitt, 2006; Dellarocas, Zhang and Awad 2007). However, very little attention has been paid to factors that influence an individual's intention to provide an online review (Picazo-Vela et al. 2010).

Furthermore, the research so far has been practiced with questionnaires. None of the results came from an experimental design. This research sheds light on the writing of reviews about employers, in depth. Hennig-Thurau et al. (2004) point out the importance of comparing their results with other services and Gruen et al. (2005) concluded that more research needs to be done in depth and emphasize the fact that the more complex the product, the more information consumers need. An employer is of course a major complex 'product', which puts an individual in an ambiguous situation. Bone (1995) and Gilly et al. (1998) set out that the effect of WOM will be greater when persons face such a situation. Moreover, Chatterjee (2001) argues that recommendations in eWOM are often from unknown individuals and in text-based format which makes it hard to determine the credibility of information. While it appeared amongst other research (Bickart and Schindler 2001) that people do trust reviews of other consumers (Gruen et al. 2005). In addition, motivations for participating in virtual communities are far more extensively studied than motivations for participating as a poster in review sites, where people could have different motivations because review sites are more linked to actual choices (Bronner and Hoog 2011).

The holes are clear and the challenges are present: what motivates people to write a review of their (former) employer? Do they feel the need to do this and which personal characteristics play an interesting role? One of the most heard rumors in corridors is that individuals like the concept of a review site of employers, but in practice, reviews are not yet flowing in. What can review sites do to improve their reliability and attract more reviews?

These questions lead to the following research question: *What motivates people to participate actively or passively in eWOM about (former) employers?* The goal of this research is to answer this question and build on existing theories a paradigm which is applicable in further research in this area. To do so, different methods

of research will be used, also called triangulation. Triangulation is often used in social sciences (Jick 1979) and is defined by Denzin (1978) as a combination of methods to study the same phenomenon. To gain a proper image of the situation and rebuild old paradigms to new ones this research made use of different methods. In the first study a questionnaire was developed to gain insight in the target group and reasons to write reviews about a (former) employer. After the questionnaire two experiments (studies 2a and 2b) have been done, which will point out if it is possible to manipulate the intention of people to write a review and if the founded motivations really are the motivations to write or read a review about a (former) employer. First, an overview will be given of literature suitable in this research.

1. Literature

"The purpose of a business is to create a customer... who creates a customer." (Singh 2009). This line can be referred to as Word of Mouth (WOM). Pollach (2006) describes WOM as informal, non-commercial, oral, person-to-person communication about a brand, a product or a service between two or more consumers (Arndt 1967). In 1984 Price and Feik already stated that consumers are influenced by and rely on what others say about a product before they buy it. What happened back then face to face, nowadays happens at the web: electronic Word Of Mouth (eWOM). eWOM can be defined as: "Any positive or negative statement made by potential, actual, or former customer about a product or company, which is made available to a multitude of people and institutions via the Internet." (Hennig-Thurau et al. 2004, p 39) eWOM comes back in online reviews, because people make statements about products and services and these reviews may have an impact on the opinions of people reading those reviews and spreading this worth. The product information provided by companies is less influential among consumers than information provided on consumer opinion sites (Bickart and Schindler 2001). Also, negative eWOM information is considered more helpful than positive information (Herr, Kardes, and Kim 1991). Consumer opinion

websites tag into the desire of people to share information about topics they consider themselves to be experts on (Nah et al. 2002). The challenge with a review website about employers is that nobody considers himself as an expert or everybody considers himself as an expert. Another challenge in the context of reviews about employers has to do with the 'reviewer selection effect': extreme angry or satisfied customers may have a stronger motive to write a review (Urban, Sultan, and Qualls 2000). Furthermore, friends of an organization may also have a stronger motive (Wang 2010).

1.1 Motives to write

According to the work of Engel, Blackwell and Miniard (1993) eWOM communication on web-based opinion platforms may be initiated because of a desire to help other consumers with their buying decisions, to save others from negative experiences or both. This communication can include both positive and negative consumer experiences with a product or company. Hennig-Thurau et al. (2004) also found several factors that make people write reviews, the most important ones in the context of reviews of employers are discussed below.

1. Concern for other consumers

Concern for others is the genuine desire to help a friend or relative to make a better purchase decision (Engel, Blackwell, and Miniard 1993). Balasubramanian and Mahajan (2001) provided a theoretical framework for eWOM. This was in the context of integrating economic and social activity within a virtual community, resulting in three types of social interaction utility. The focus-related utility is interesting in this context because it focuses on the utility the consumer receives when adding value to the community through his or her contributions (Balasubramanian and Mahajan 2001). This utility is based on the thought of 'adding value' to the community as an important goal of the individual. In addition, Wang (2010) points out this motive as intrinsic motivation: the motive 'to do something for others' out of altruism (Andreoni 1990) and other forms of prosocial preferences (Meijer 2007). Bénabou and Tirole (2006) and Ariely, Bracha and Meier (2009) stated that

without a monetary incentive, people may contribute to the provision of a public good due to intrinsic incentive or social image.

Besides concern for others is an intrinsic motivation, it is a concept most people own by nature and plays a major role in volunteer behavior (Matthews et al. 1981; Hennig-Thurau et al. 2004). Altruism refers to voluntary actions where one attempts to improve the welfare of others at one expense (Fang and Chiu 2009). There are two important forms of altruism which are recognized by ethnologists and behavioral ecologists: kin altruism and reciprocal altruism (Krebs and Davies 1987; McFarland 1993; Ashton, Paunonen, Helmes, and Jackson 1998). Kin altruism involves behavior in such a way that survival or reproduction has a chance at some cost to one's own chances, while reciprocal altruism involves acting in such a way that another individual experiences the benefits at some expense to oneself, with the expectation that the recipient—who may be completely unrelated to the altruist—will return similar assistance in the future (Ashton et al. 1998). The concept is most used in philosophical and ethical studies. However, altruism has been employed as a useful variable in many studies related to human behavior toward technology in regard to sharing knowledge (Ba, Stallaert, and Whinston 2001; Davenport and Prusak 1998). Wasko and Faraj (2000) stated that people participate in electronic communities and help others because participation is fun and helping others is enjoyable and brings satisfaction. A more recent study from Wasko and Faraj (2005) found that the mean level of enjoyment creating by helping was high. The desire to help the company is another motive founded by Hennig-Thurau et al. (2004). This concept draws on the psychological background of the first motive of concern for others. The desire to help the company motivation is the result of a consumer's satisfaction with a product and his or her subsequent desire to help the company (Sundaram et al. 1999). The customer is motivated to engage in eWOM communication to give the company 'something in return' for a good experience.

2. Social benefits received

It is assumed that consumers engage in eWOM communication to participate and belong to online and/or virtual communities. Affiliation with a virtual community can represent a social benefit to a

consumer for reasons of identification and social integration (McWilliam 2000; Oliver 1999). A review site as described in the introduction is not a real virtual community but it could make people feel connected somehow when writing about employers, for example out of the same experiences or thoughts about a certain organization.

3. Exertion of power over companies

There are a great number of receivers of eWOM communication (the visitors of the website reading the reviews); the comments are available for a long time and accessible for companies, consumers and other important persons. Public comments may be used by consumers (or in this case employees) as an instrument of power, because negative comments may influence the way a company and its image are perceived. This is why eWOM communication provides a mechanism to shift power from companies to employees, especially in cases where criticism is articulated by many employees at the same time (what happens a lot with product reviews) (Hennig-Thurau et al. 2004). Findings of Gruen et al. (2005) suggest that eWOM communication impacts the perceived overall value of the firm. Customer to customer (C2C) know-how exchange had a direct relationship with loyalty intentions, as well as an indirect relationship that was mediated through the overall value the firm was offering. Interesting findings, because reviews appear to impact the overall value and loyalty intentions, which may also be accountable for reviews about employers.

4. Self enhancement

According to Wang (2010), the social image of someone is an important incentive in writing a review. Human nature makes people want to appear good and to be seen as intelligent (Spence 1973), wealthy (Glazer and Konrad 1996), public-spirited (Bénabou and Tirole 2006) and fair (Andreoni and Berheim 2009). The self enhancement motivation (Engel, Blackwell, and Miniard 1993; Sundaram et al. 1998) is driven by one's desire for positive recognition from others. In the context of a web-based opinion platform, this may take the form of being viewed as a consumption expert or intelligent shopper by other consumers. The motive refers to the existence of certain self-related consumer needs: underlying behavior that can be satisfied only through social interaction. Electronic communication that is read

by others allows consumers to give a signal to the world or a level of social status that can become important to one's self concept. Self enhancement may be classified as image motivation according to Wang (2010), referring to the intention of people to be busy with how they are seen by other people. The desire to be respected by others and ourselves is high. When individuals look for social affirmation in their behavior, they have to send out signals of good characteristics, based on 'normal' standards and values (Ariely, Bracha, and Meier 2009). Research by Wang (2010) about the review website Yelp, concluded that social image is more effective than anonymity in attracting productive volunteer reviewers. Recognition is an important factor in work motivation (Herzberg 1987, McLeod 2011). This motivating effect of recognition can be explained in part by the process called self enhancement (McLeod 2011).

In addition of this desire of positive recognition by others, personal characteristics appeared to play a role in intentions to write a review according to research of Picazo-Vela et al. (2010). They found that some of the constructs of the Big Five personality traits (Costa and McCrae 1992; Digman 1990; Goldberg 1993) are significant predictors of an individual's intention to provide an online review. Further empirical evidence suggests that personality traits significantly affect individuals' self-efficacy for job acceptance behavior (Wooten 1991). Personality may be defined as "those characteristics of the person that account for consistent patterns of behavior" (John, Robins and Pervin 1997, p.58) or "an enduring pattern of reactions and behaviors across similar situations" (McCrae and Costa 1999).

5. Economic rewards

Economic rewards have been demonstrated to be important drivers of human behavior in general and are considered by the recipient as a sign of appreciation of his or her own behavior by the reward giver (e.g., Lawler 1984). According to Wang (2010) the motivation of economic reward is an extrinsic motivation: a material reward or benefit, which is not associated with a gesture of thankfulness (Ariely, Brachat, and Meier 2008). Reviews are often written voluntarily, but it could be interesting to find out whether people would more easily write a review when they gain an economical reward. On the other side, what will

really motivate them in that case: the economical reward or goal of the review?

6. Venting negative feelings

Venting negative feelings associated with dissatisfying consumption experiences on consumer-opinion platforms can serve to lessen the frustration and reduce the anxiety associated with a product or service (Sundaram et al. 1998). The desire of consumers for hysterical behavior is known to be major driving force behind the articulation of negative personal experiences (Alicke et al. 1992; Berkowitz 1970). Accordingly, sharing negative consumption experience through the publication of online comments can help the consumer to reduce the discontent associated with his or her negative emotions. A research of Kyung Hyan and Ulrike (2008) was done to provide insight in the motivations of people to write online travel reviews. The results indicate that online travel review writers are mostly motivated by helping a travel service provider, concern for other consumers and needs for positive self-enhancement. Venting negative feelings through postings is clearly not seen as an important motive. In addition, Tesser and Rosen (1975) suggest that consumers try to avoid transmitting bad news, to avoid guilt feelings in association with bad news. This would imply for the context of reviews about employers that when people have negative information about an employer, they are not likely to share this. In Hennig-Thurau et al. (2004) this motive also had a negative impact, so the expectation is the same for the context of writing a review about an employer.

1.2 Anonymity

Since personal information from consumers have been abused by some online retailers, concerns about privacy have increased (Nam et al. 2006). Online consumers are known to be most concerned about privacy and safety (Jiang, Jones, and Javie 2008), facing risks as unintentionally publication of personal information, unwanted contact (spam mail), use of personal data by third parties or hacking and identity theft (McCole, Ramsey, and Williams 2010). Online communities are often build because people 'know' each other or a viral of each other. There is little consensus in e-commerce literature about what internet privacy means (Dinev and Hart 2005). Concerns

about privacy have been declared as major obstacle to consumer engagement in online transactions (Kim and Kim 2011). Especially in financial transactions and leaving personal information on websites there is a lot of distrust from consumers (Wang and Emurian 2005). In online review websites this could also be the case: people write reviews and leave comments, they can do this anonymously or non anonymously but who is the real person behind these reviews and comments? Is it important to know or can we trust anonymous reviews even better? One method for alleviating consumers' privacy risks is to provide them with privacy assurances (Mauldin and Arunachalam 2002). But these statements are often to long be useful (Head and Hassanein 2002) and consider numerous technical terms that make them difficult for the average user to comprehend (Belanger, Hiller, and Smith 2002). Another option to assure the privacy of consumers is the third party privacy certification, which has evolved as major self regulatory practice to address consumers' concerns about privacy during online transactions. But to a seal from a third party, it is necessary that the online business takes a rigorous review process that assesses its information practices according to the set of standers built upon Fair Information Practices (FIPs) (Benassi 1999; Federal Trade Commission 1998). The problem in this context is that the 'online business' is about reviews its self.

Trust plays an important role in the case of privacy and trust in an entity's intentions at a particular moment in time is strongly correlated to the persuasiveness of the message (Herbig and Milewicz 1994; Sobel 1985). Yakov et al. (2005) define online trust according to the definition of Rousseau et al. 1998, p. 395): "Trust is a psychological state comprising the intention to accept vulnerability based on positive expectations of the intentions or behaviors of another". Online trust, or trust in a website, differs from 'offline' trust in several ways.

First of all the object of online trust is the website, like the website of a company which could be viewed as a store from the standpoint of building trust with the customer (Jarvenpaa, Tractinsky, and Vitale's 2000). To the extent that a consumer had positive impressions of a site and accepts vulnerability, he or she can develop trust in a site. Wang and Emurian (2005) point out the importance of the vulnerability in the context of online trust: because of the high complexity

and anonymity associated with e-commerce, merchants can behave in an unpredictable manner on the internet. Consumers are often uncertain about the risks at present and the full consequences when transacting online. As stated by Gefen (2002), "Even when online consumers only examine a website without purchasing from it, data may be automatically collected about their activities and later misused or distributed without their consent or knowledge" (p. 40). All these reasons contribute to an insecure environment where trust is needed and may potentially flourish, posing unique challenges to build and maintain trust. Therefore, online trust includes consumer perceptions of how the site would deliver on expectations, how believable the site's information is, and how much confidence the site commands. Many antecedents may drive these perceptions. Marshall and Woonbong (2003) set out that it is confirmed that individuals are sensitive to the identity of content providers. But the identity of the providers of content is often unknown in the case of review websites. Another difference with offline trust is about the so called subjective matter (Wang and Emurian 2005). Like offline trust that is associated with individual differences and situational factors, online trust is inherently a subjective matter (Grabner-Kräuter 2002). The level of trust considered sufficient to make transactions online is different for each individual. People also hold different attitudes toward machines and technology. This confirms the expectation that personal characteristics play a role in the intention to write a review and/or trust and make use of inside information about employers.

1.2.1 Trust needs to grow

Yoon (2002) showed that website trust is influenced by familiarity with that site and prior satisfaction. Familiarity builds consistent expectations of a website that may positively affect trust for that site. Given that consumers are not likely to change their attitudes toward familiar brands (Hoyer and MacInnis 1997), exposure of a familiar brand to WOM communications, either positive or negative, is not likely to produce significant changes in consumers' preexisting brand evaluations (Sundaram and Webster 1999).

But online reviews can be considered as an unconventional method to gather and to share

information about an online transaction for most individuals (Picazo-Vela et al. 2010), what barriers may be initiated by a lack of trust or (non)anonymity? According to research of Pollach (2006) and Wang (2010) anonymity forms by no need a barrier to trust online reviews nor write one (it might even be a trigger to write). But there are many different opinions about the role anonymity plays in an organization and whether it is positive or negative. Past research of McLeod (2000), Valacich et al. (1992) stated that anonymity in reward allocation increased participation, whereas McLeod (2011) found that anonymity in that context decreased participation. Anonymity is valued in computer-mediated communication (CMC) because it facilitates participation in discussions (McLeod 2011). Research of Joinson (2001) formulated that anonymity of the self to others (so a lack of identity) allows someone to express their true mind, unfettered by concerns of self-presentation which might lead to reduction of conformity to group norms, or in this context to feel free to write about an employer. With a higher degree of anonymity control, people are more likely to give honest answers or disclose their confidential information whereas in the 'real name mode' people are least likely to disclose their confidential information with others (Chen et al. 2008).

In addition, Wang and Emurian (2005) discussed the role of trustor and trustee. The two parties, trustor and trustee, are vital for establishing a trusting relationship in the online world, but they imply specific entities. In the offline situation, the trustor and trustee positions can be filled by many different entities. In online trust, however, the trustor is typically a consumer who is browsing an e-commerce website, and the trustee is the e-commerce website, or more specifically, the merchant that the website represents. Sometimes, the technology (mainly the internet) itself is an object of trust (Marcella, 1999). In this context the problem with the trustor and trustee is that the trustor (the visitor of the website) has to trust not only the website, but also the reviews from different kind of unknown people. Pollach (2006) point out that since people are basically willing to heed the advice of strangers, the anonymity of the world wide web is by no means an obstacle to the success of eWOM. Consumer opinion websites have cropped up on the world wide web, providing unprecedented opportunities for consumers to

voice their opinions on companies, products and services in a structured, written format in the form of product reviews, complaints, discussion threads, or chats (Evans 2001; Pollach 2006). According to the research of Wang (2010) the possibility of writing a review anonymous is a trigger for people to actually write a review. So an anonymous website could be of important value to leave a review and will not affect the trustworthiness of the reviews.

1.3 Intention to participate in eWOM

Picazo-Vela et al. (2010) did research to the intention of writing reviews and made use of the Theory of Planned Behavior (TPB) (Ajzen 1991). The TPB has been suggested to be useful in predicting human behavior: "The theory of planned behavior has been successful in predicting important behaviors in a wide variety of domains" (Harrison, Mykytyn, and Riemenschneider 1997, p. 172). In this research this model is adopted and extended to determine the intention to provide an online review about an employer. The intention to write a review forms the most important dependent variable in this study. It is defined as: an individual's willingness to provide an online review. It is important to study intentions toward a behavior because the stronger the intention, the more likely the performance of the behavior (Ajzen 1991). Intentions "can be predicted with high accuracy from attitudes toward the behavior, subjective norms, and perceived behavioral control" (Ajzen 1991, p. 179). The research of Picazo-Vela et al. (2010) showed that a positive attitude has a positive effect on the intention to provide an online review. Furthermore, a possible distinction could be made in intention to participate: an active participation versus a passive participation. Active participation in eWOM can make or break a review site or virtual community (Rafaeli, Ravid, and Soroka 2004). It is studied a lot what motivates people to actively behave on virtual communities. Most important result of this studies is that most members of virtual communities never become active posters, they prefer passive participation, also called lurking. These passive visitors regular visit a community website, but do not post themselves. These lurkers have received little attention in research due to a curious methodological and measurement paradox according to Rafaeli,

Ravid and Soroka (2004). In this research, with an active participation is meant the intention to actually write a review of a (former) employer, whereas with passive participation the intention to use reviews and read them is meant, not actively write one. There are reports available which state that the proportion of the so called lurkers (passive participation) is around 90% to around 50% (Rafaeli, Ravid, and Soroka 2004). To 'lurk' means 'lying in wait', whereas a dictionary defines the verb as 'to persist in staying', so lurkers may be defined as persistent silence audience according to Rafaeli, Ravid and Soroka (2004). But why shall people lurk? Kraut et al. (1992) suggest that lurking can be a way to learn about a new topic. Reviews about employers are very new, so this may play a role in this research. Another well known explanation of lurking is called the 'free-riding effect'. Free riding is defined as the use of common good without contributing to it (Nonnecke and Preece 2000) or as people who take and do not give back (Smith and Kollock 1999). However, in many active and successful communities a small score of participants generates most of the responses. Some people respond occasionally, but many read and never contribute (Preece, Nonnecke, and Andrews 2004). Preece, Nonnecke and Andrews (2004) have found that 15% of their participants of research to lurking in online communities wanted to remain anonymous. This also confirms the expectation of the role anonymity plays in review websites.

1.4 Summary of findings in literature

The literature outlined above leads to the following research question: *What motivates people to participate actively or passively in eWOM about (former) employers?* The question implies a distinction between an active and passive participation. Furthermore, literature so far is mostly about predictors of consumers to behave in eWOM on opinion platforms or motivations for writing reviews about products and services as hotels, laptops, phones and restaurants. The studies that follow will extend this research in the context of reviews about employers and posters (people writing the reviews) on review websites. In addition, anonymity of reviews and/or individuals may play a major role, due to privacy and trust issues online. Two studies will be described in the following section. First the research model of

study 1 (the questionnaire) will be presented. Main goal of this study is to clarify which predictors for participation in eWOM would have significant influence on the intention to write a review. Second, study 2 (the experiment) will be outlined, which was designed as follow up from study 1. Main goal of study 2 is to explore whether the intention of people is possible to manipulate by responding to the motives to write a review. To create a clear image of the scope of this research the models used in study 1 and 2 are first described.

2. Research overview

Two studies have been done to verify predictors for participating in eWOM communication in the context of reviews about employers. Both research models will be spread out first.

2.1 Research model study 1

First of all, an online questionnaire was developed to validate the proposed research model for predictors of the intention to write a review (figure 1). The constructs in the left of the model are the independent variables. The expectation was that these motivations would lead to a certain intention (the attitude in the TPB), this intention would lead eventually to the real behavior: writing a review. This was showed with the dotted line, because the real behavior is hard to measure. The number of clickthroughs was counted, to verify if some people showed the respective behavior and visited the website.

The questionnaire was build on the predictors Hennig-Thurau et al. (2004) found in their research. Besides these motivations, several questions about barriers to write reviews and ways people search for job information were asked. Also, the usual demographics were tested: sexes, age, education etc. The Theory of Planned Behavior (Ajzen 1991) and the model of Hennig-Thurau et al. (2004) were used for the research model (figure 1). The constructs of Hennig-Thurau et al. (2004) were taken and one was added: anonymity. The following hypotheses were tested:

Study 1:

H1: Concern for others is the most important mo-

tive for people to write reviews about their (former) employer.

H2: Social benefits play a significant role in the motivation to write a review about a (former) employer.

H3: Exertion of power plays a significant role in the motivation to write a review about a (former) employer.

H4: Self-enhancement plays a significant role in the motivation to write a review about a (former) employer.

H5: Economic rewards play a significant role in the motivation to write a review about a (former) employer.

H6: Venting negative feelings play a significant role in the motivation to write a review about a (former) employer.

H7: Anonymity of the writer of reviews forms an incentive for writing a review about a (former) employer.

H8: The intention to write an online review about a (former) employer depends on the motivational factors as stated by Hennig-Thurau et al. (2004).

website about employers was also examined. Hence, here is the distinction in active versus passive participation been made. The term 'intention to participate in eWOM' will be used from now on as overall term for active and passive participation. A third independent variable was added, self enhancement, to verify whether this personal characteristic plays a significant role as incentive for participation in eWOM. The following hypotheses were derived from the theoretical paradigm provided in the first chapter of this article and tested in study 2:

Study 2a

H1a: An anonymous prime will have the result of less trust in websites and therefore the intention to participate in eWOM communication will decrease.

H1b: An anonymous manipulation of the website will have a positive effect on the intention to participate in eWOM communication.

H1c: Interaction between an anonymous prime and anonymous manipulation of the website will

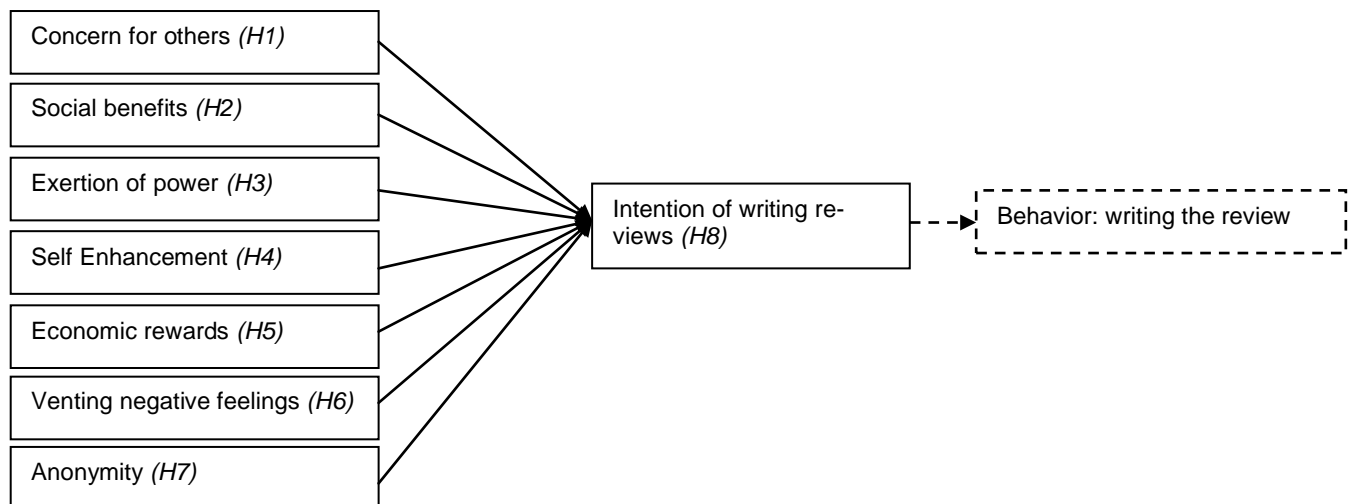


Figure 1: conceptual model of intention to write a review about an employer

2.2 Research model study 2

In the experiment that followed after study 1, the two constructs 'concern for others' and 'anonymity' were manipulated to see if marketers are able to influence the intention of people to write a review by priming visitors and/or manipulating the homepage of a review website. Not only was the intention to write a review researched, but the intention to read a review and/or use a review

have the result of the highest intention to participate in eWOM communication.

Study 2b

H2a: A concern for others prime will draw attention on the 'concern for others' aspect most people own in nature and therefore the intention to participate in eWOM communication will rise.

H2b: A concern for others manipulation of the website will have a positive effect on the intention to participate in eWOM communication.

H2c: Interaction between a concern for others prime and concern for others manipulation of the website will have the result of the highest intention to participate in eWOM communication.

Study 2 overall

H3: When individuals score higher on self enhancement, the intention to participate in eWOM communication will be higher.

H4: Higher scores on self enhancement are a good incentive in interaction with primes and manipulations (in study 2a as well as in study 2b) for a higher intention to participate in eWOM communication.

The following model was used as basis for study 2a and 2b, whereas the R stands for randomization, the O for the prime first and later on the manipulation of the homepage and the X for a questionnaire.

R Oprime X1 Owebsite X2

Figure 2: overview research model study 2

In the method section of study 2 there will be given a more comprehensively image of this model and study. To gain a general image of possible predictors in behavior to write a review the methods and results of study 1 will be presented first.

3. Study 1: questionnaire

The goal of this study was to verify whether the motivations found in the literature were also applicable to the context of reviews about employers. Do people have the intention to write a review about a (former) employer? To check the hypotheses an online questionnaire was developed.

3.1 Method

3.1.1 Participants

A database of Nobiles was available from which 4.500 people received an email regarding this research. The response rate was very low, 2% filled in the questionnaire. To increase the level of respondents it was decided to select people of personal networks, people who fit in the target

group of Young Professionals. Ultimately this led to a sample of 189 respondents, out of which 148 questionnaires were complete and useful for analyses. The sample consisted out of 37% males and 63% women with an average age of 26.8 years and 73% owned a higher education degree. Most of the respondents had diverse social media accounts (84% a Facebook account, 72% a LinkedIn account, 52% a Twitter account) and 36% spend 3 to 5 hours a day online (another 20% spend 5 to 8 hours a day online) meaning the sample is a good reflection of the target group.

3.1.2 Procedure

Before the real questionnaire went online, a pre-test was conducted, in which fifteen people participated. Respondents answered the questionnaire and gave important feedback to complete the questions and to make questions more understandable. The feedback was used to renew the measurement items. Probability sampling was used to randomly select respondents for the questionnaire (Dooley 2001). To trigger people to fill in the questionnaire an incentive was used: five gift certificates were allotted of 50 euro's each. The questionnaire was available online for 2 weeks in June 2011. Participants were recruited for this study by sending email invitations and the use of a database and social media.

3.1.3 Instrument

In order to measure the intention of writing a review an intention question was asked in four time units: 4 weeks, 12 months and 5 years. This way respondents could indicate if they had an intention to write a review and if so, was this intention very strong (within 4 weeks) or not (within 5 years). This intention was measured on a 5 points Likert scale from totally disagree till totally agree. Likewise, the applicable constructs concern for others, desire to help the company, exertion of power, self enhancement, social benefits, economical rewards and venting negative feelings were taken from the research of Hennig-Thurau et al. (2004). The constructs were adapted to the context of online reviews about (former) employers. Furthermore, the construct anonymity was taken, based on existing literature about anonymity the items were derived (e.g. Wang and Emurian 2005; Pollach 2006; Chen et al. 2008; Wang 2010). In addition, respondents were asked

what barriers for them could be to write a review. Last, demographical variables as age, education and work were controlled. In appendix A the questionnaire is added (in Dutch, because the case in this research is a Dutch website).

3.1.4 Measures

In table 1 the items of each construct measuring a certain motivator with Cronbach's alpha are set

out (Cronbach 1951). All the tested constructs had an acceptable Cronbach's alpha (table 1). According to DeVellis (2003) the alpha has to be 0.7 or higher. But in this research there were small scales used (less than 10 items), and then it is normal to find alpha's around de 0.5 sometimes (Pallant 2010). To check whether the items together measured the same construct even with the low alpha, the interitem correlations were

Table 1: reliability of constructs and items of the questionnaire in study 1 (N=148)

<i>Constructs</i>	<i>Alpha</i>	<i>Number of items</i>
<i>Concern for others</i>	0,71	4
I wish to warn others for a bad employer (+)		
I wish to prevent others for the same negative experiences as me (+)		
I would like to share my own positive experiences with others (+)		
I would like to give others the possibility to choose the best employer (+)		
<i>Desire to help the company</i>	0,68	3
I wish to express my satisfaction of a company (+)		
I would like to pit for a good image my employer (+)		
I would like to so do something in return for my employer (+)		
<i>Exertion of power</i>	0,61	3
I believe companies really do something with the reviews written about them (+)		
A couple of reviews about an employer have more influence than one complaint of a single individual (+)		
It does not cost that much amount of time to write a review about a (former) employer (+)		
<i>Self enhancement</i>	0,61	4
I would like to express my satisfaction about a good employer (+)		
I do not feel the need to express my opinion about my employer explicitly on a review website (-)		
It gives me satisfaction to inform others about my experiences with an employer (+)		
When I write a positive review about my employer, I feel like a better employee (+)		
<i>Social benefits</i>	0,77	4
The exchange of information with persons gives me satisfaction (+)		
I believe it is fun to communicate with people in a community by the meaning of reviews (+)		
It gives me satisfaction to be on a platform and discuss with others about employers (+)		
By participating on a review website I can expand my network (+)		
<i>Economic Rewards</i>	0,8	4
The treshold of writing a review decreases when I gain a reward to write a review (+)		
I would like to earn a reward when I write a review (+)		
I wish to get recognition from others for writing a review (+)		
I wish to get recognition from my employer for writing a review (+)		
<i>Venting negative feelings</i>	0,78	4
I love to write my angriness away (+)		
When a company injured my, I want to injure the company by writing a review (+)		
Writing a review would help me reduce my frustrations about a bad employer (+)		
I would enjoy telling others about a negative experience with certain employer (+)		
<i>Anonymity</i>	0,79	2
I would write a review when this is anonymously possible, so that no consequences are proceed (+)		
Writing a review about my (former) employer has to be possible anonymously (+)		

studied. These correlations were above 0.3 which indicated a correlation from every item with the total score (Pallant 2010).

3.2 Results

Main part of the sample had never read a review about an employer (35%) nor wrote one (65%). Previous research has shown that an individual's past behavior could have a positive impact on his or her intention to perform the behavior again (Cronan and Al-Rafee 2008; Sutton 1998). Because the dependent variable intention overall was very low and variation between the time units was not significant, the intentions measured in different time units were taken together in one construct called 'overall intention to write a review'. The independent variables were put in a regression analysis to find out the influence on this intention.

construct were not supported, because they did not show a unique significance contribution in the regression analysis.

Furthermore, H8, 'the intention to write an online review about a (former) employer depends on the motivational factors as stated by Hennig-Thurau et al. (2004)' was partly supported. The motivational factors did play a significant role and the constructs together were significant predictors for the intention ($F=3.3$, $df=8$, $p=.002 < 0.05$), but only predict the intention for 15%.

In order to gain a proper image of the target group of Young Professionals and their behavior in searching a job it was of importance to set out their search behavior and need for inside information. Data showed that at the moment of research (July, 2011) only 5.3% collected information via reviews, whereas 80.3% collected information via friends and family. This shows the demand for inside and trustworthy information,

Table 2: regression analysis with as DV the overall intention to write a review (N=148)

<i>Constructs</i>	<i>Mean</i>	<i>SD</i>	<i>T-value</i>	<i>B</i>	<i>BETA</i>	<i>Significance</i>
Exertion of power	3,46	0,70	2,00	0,05	0,19	,050*
Economic rewards	2,76	0,82	0,05	0,01	0,00	,963
Anonymity	3,77	0,98	2,29	0,04	0,20	,030*
Concern for others	3,60	0,71	2,16	0,05	0,21	,033*
Desire to help the company	3,57	0,66	-0,04	-0,00	-0,00	,968
Social benefits	2,60	0,75	0,90	0,02	0,09	,380
Self enhancement	2,96	0,61	-0,37	-0,01	-0,04	,715
Venting negative feelings	2,74	0,81	-2,02	-0,04	-0,20	,045*

*Significant at $p < 0.05$

The predictors of participation on eWOM with a significant effect on the intention to write a review were exertion of power, anonymity, concern for others and venting negative feelings. Concern for others ($\beta=0.21$) had the most influence on the intention, so 'H1: concern for others is the most important motive for people to write reviews about their (former) employer' was supported. Anonymity and exertion of power both had a positive influence on the intention so the hypotheses H3 and H7 were also supported. The construct venting negative feelings showed a negative relationship ($\beta:-0.04$). Meaning that H6: 'venting negative feelings will play a significant role in the motivation to write a review about a (former) employer' was supported, the results suggest that intention to write a review was going down when respondents wanted to show negative feelings. The remaining hypotheses about the

but maybe (not yet) via an online platform with reviews about employers. The top 5 information demand for the target group appeared to be as the following:

1. Terms of employment
2. Organization culture
3. Information about the daily state of affair at work
4. Inside information of employers
5. Information about the aspiration

Last important result from the questionnaire was about the barriers people expect to experience when writing a review. Most important barrier was concerning anonymity (56%): is a review really anonymous? Besides this barrier, the fear of the influence of a review on an actual or potential job in the future played a main role. Also, 38% of the

respondents questioned the benefit for themselves when writing a review.

After filling in the questionnaire, the respondent have been offered the option of going to the website of 360inc if they were triggered by the concept. The number of clickthroughs was 27, so a small number of respondents showed the actual behavior of checking the website. This result confirmed that the intention to write a review was low.

4. Study 2: experimental design

With the knowledge of the low intention as important result of study 1, a second dependent variable was added in study 2: 'the intention to look on the review website when looking for a new employer'. This variable was added, to see if a barrier for active participation is the writing part of the review site and/or whether people do have the intention to use this kind of a website and read reviews about employers (passive participa-

2a and b will be processed separately in their materials and results.

4.1 Method

The hypotheses were tested using a 2x2x2 factorial design for study 2a as well as for study 2b. Experiment 2a: primes (anonymity versus non anonymity) as the first factor, manipulation of the website (anonymity versus non anonymity) as the second factor and self enhancement (high versus low) as the third factor. Experiment 2b: 2x2x2 factorial design: primes (concern for others versus non concern for others) as the first factor and manipulation website (concern for others versus non concern for others) as the second factor and self enhancement (high versus low) as the third factor. The 2 experiments were taken together in one online survey with 8 conditions (4 conditions of study 2a, 4 conditions of study 2b) to validate the proposed hypotheses.

Table 3: conditions experiments study 2a: anonymity and study 2b: concern for others

	N	Prime	Primecheck	Website	Questionnaire
Study 2a (N=154)	48	Anonymous		Anonymous	Intention, manipulation check, questions about personality and background variables as most important barriers and past behavior of writing reviews in general
	31	Anonymous	Primecheck	Non-anonymous	
	44	Non-anonymous	(same items	Anonymous	
	31	Non-anonymous	as in the questionnaire)	Non-anonymous	
Study 2b (N=150)	47	Concern for others		Concern for others	Intention, manipulation check, questions about personality and background variables as most important barriers and past behavior of writing reviews in general
	28	Concern for others	Prime check (Kwon and Wen's 2010)	Non-concern for others	
	37	Non-concern for others		Concern for others	
	38	Non-concern for others		Non-concern for others	

tion). A distinction between active and passive participants ('lurkers') was thus made by this second variable. Furthermore, the results of the questionnaire showed that the motivations of Hennig-Thureau et al. (2004) together are suitable for writing reviews, but they only explain the intention for 15%. Reason to believe there are different factors to explain the intention to write a review, so different personal characteristics were taken in the online experiment. Focus in this article will be on the 'self enhancement' characteristic. First an overview will be given of the method and model used for study 2 and after that studies

4.1.2 Participants

Probability sampling was also used to select randomly respondents for study 2 (Dooley 2001). Most of the respondents had to fit in the target group of Young Professionals, high educated. Via email possible respondents were approached in the networks of the researcher, network of the University of Twente, social media and visitors of the website 360inc were asked to participate in a 15 minutes during experiment. In this process no incentive was used. A total of 304 respondents

participated in the online experiment. A chi square test has been conducted to verify whether the random sample succeed. The eight conditions were put in a crosstab together with the variables age, sex and education. It became clear that on every variable there were no significant differences so the random sample was managed well.

4.1.2 Procedure

The experiment has been accessible online for a period of three weeks in December 2011 via a Dutch online survey tool: Onderzoektool.nl. To randomly assign people to a condition, they were asked to click at the first number in a row of 8, whereas the system was randomly showing the 8 numbers in the rows. Respondents were primed with a news message, saw a manipulated site, had questions about their intention (just as in the questionnaire in three time stages: 4 weeks, 12 months and 5 years, with the expectation that there will be more variance in these stages than in study 1), questions about personality were asked and demographics as age, education and so on. In table 3 the different conditions used in the experiment are visible. The experiment consisted out of a prime first to make people more alert on anonymity in study 2a and on concern for others in 2b. After the prime respondents got some questions to verify the prime. Next, respondents saw a manipulated homepage of a review website about employers and they were asked to take a serious look at this. Subsequently, the rest of the questions were about the intention to participate in eWOM, manipulation check of the website and questions about personality of the respondents. Most of these questions were asked using a 5 point Likert scale and constructs were based on existing scales of Hennig-Thureau et al. (2004). Before the real experiment took place a pretest under 24 participants was conducted to test the primes and manipulations. After some adjustments the real experiment started.

4.2 Study 2a: manipulating anonymity

Study 2a examined the effectiveness of primes and manipulations on the intention of people to actively and/or passively participate in eWOM on a review website about employers. The independent variables in this study were anonymity of

the reviewers and the website and the score on self enhancement.

4.2.1 Method

4.2.1.1 Materials

At first, the participants saw a prime, a news message, about a website of a certain community. In the anonymous prime this message had the focus on people who hacked the community website with the consequence that the privacy of people was abused by these hackers so people in the community got robbed. In the version with non anonymity, the focus of the message was the opposite: there was a new security system developed for sites of communities. This way the risk of hackers was reduced. In appendix B the full text of these primes can be found. After the prime the respondents saw the homepage of 360inc, in a manipulated way. The respondents who saw the anonymous website saw a picture of the homepage where anonymity was very much accentuated. This was done by an 'assurance certificate' that anonymity was guaranteed and a slogan called: 'Write your review anonymous!'. Often, the only way individuals see what happens with the information they put on a site is via this kind of online privacy statements (Beldad, Steehouder, and de Jong 2011). The non anonymous version of the manipulated homepage was, again, the opposite: on the homepage it was very clear who wrote a review (company, function, picture) and the slogan was: 'Write your review and give your employer a piece of your mind!'. The manipulation of the homepage is set out in appendix C. Furthermore, in appendix D the whole questionnaire of the experiment was added.

4.2.1.2 Participants

In total 154 participants were assigned to this study. 56% women and 44% men and the mean age was 31 years with a median of 26. More than 65% enjoyed a higher education. On both business as private level most respondents spend between the 1 and 3 hours a day behind the internet. These descriptions stated that the sample is an approximate realistic reproduction of the population of Young Professionals.

4.2.1.3 Manipulation check

To check whether the primes and manipulations were convincing for the respondents an ANOVA analysis was done. The test 'homogeneity of variances' appeared not significant for all groups which means that the assumption that variances in scores are the same for each of the two groups is tenable. To check whether the prime was resulting in less trust in websites the item 'After reading this news message I have much trust in community sites' (asked after respondents saw

the prime, anonymous as non anonymous as well), was put in an ANOVA analysis. There were significant differences between the anonymous prime ($M=3.80$, $SD=0.87$) and the non anonymous prime ($M=3.36$, $SD=0.73$) $F(1,152)=11.42$, $p=0.00 < 0.05$. Mean score was higher in the group who saw the anonymous prime, so H1a was not confirmed. After some questions about the prime the respondents saw the manipulated homepage of 360inc.

With the item 'Reviews on this website

Table 4 Main effects study 2a – summary of MANOVA analysis effects anonymity on the five dependent variables

	DF	F	Significance	η^2
<i>DV: Main effects independent variables on intention to read</i>				
Prime	1	0.89	0.35	0.01
Homepage	1	0.07	0.80	0.00
Self enhancement	1	6.14	0.02*	0.05
Prime*Homepage	1	3.36	0.07**	0.03
Prime*Self enhancement	1	1.95	0.66	0.00
Homepage*Self enhancement	1	0.06	0.81	0.01
Prime*Homepage*Self enhancement	1	0.00	0.96	0.00
<i>DV: Main effects independent variables on intention to write a review within 5 years</i>				
Prime	1	0.88	0.35	0.01
Homepage	1	1.32	0.25	0.00
Self enhancement	1	16.85	0.00*	0.12
Prime*Homepage	1	0.22	0.64	0.00
Prime*Self enhancement	1	1.13	0.29	0.01
Homepage*Self enhancement	1	0.36	0.55	0.00
Prime*Homepage*Self enhancement	1	2.07	0.15	0.02
<i>DV: Main effects independent variables on intention to write a review within 12 months</i>				
Prime	1	0.00	0.95	0.00
Homepage	1	0.63	0.43	0.01
Self enhancement	1	17.94	0.00*	0.13
Prime*Homepage	1	0.06	0.81	0.00
Prime*Self enhancement	1	0.32	0.86	0.00
Homepage*Self enhancement	1	0.30	0.59	0.00
Prime*Homepage*Self enhancement	1	1.49	0.23	0.01
<i>DV: Main effects independent variables on intention to write a review within 4 weeks</i>				
Prime	1	0.02	0.89	0.00
Homepage	1	0.12	0.73	0.00
Self enhancement	1	21.80	0.00*	0.15
Prime*Homepage	1	0.07	0.80	0.00
Prime*Self enhancement	1	0.03	0.86	0.00
Homepage*Self enhancement	1	0.14	0.71	0.00
Prime*Homepage*Self enhancement	1	0.02	0.88	0.00
<i>DV: Main effects independent variables on intention to write a review overall</i>				
Prime	1	0.19	0.66	0.00
Homepage	1	0.35	0.55	0.00
Self enhancement	1	24.35	0.00*	0.16
Prime*Homepage	1	0.15	0.70	0.00
Prime*Self enhancement	1	0.39	0.53	0.00
Homepage*Self enhancement	1	0.35	0.55	0.00
Prime*Homepage*Self enhancement	1	1.33	0.25	0.01

*Significant at $p < 0.05$

**Significant at $p < 0.1$

don't look like trustworthy to me' the differences between groups showed significance: $F(1,141)=5.47$, $p=0.02 < 0.05$. Mean scores of the non-anonymous condition were higher ($M=3.15$, $SD=0.93$) than in the anonymous condition ($M=2.73$, $SD=1.17$). This means that respondents judged the reviews in the anonymous condition as more trustworthy than in the non-anonymous condition.

4.2.2 Results

On the question 'did you ever wrote a review in general?' answered 42% no and 58% yes ($N=133$). The majority of the 'yes' condition wrote a review 2 till 5 times (54%). The subjects of reviews was different, from book reviews till restaurant reviews, but reviews about employers was naught, the 'yes' condition was asked if they had ever wrote a review about their (former) employer 92% answered no ($N=56$). To check whether the attitude of respondents was positive the item 'My first impression of the website is positive' was asked after respondents saw the manipulated homepage. Mean score was highest for the respondents with an anonymous prime and non anonymous manipulation ($M=3.2$, $SD=1.1$). Self enhancement appeared to be a trustworthy construct with an alpha of 0.5 (measured by six items) (Pallant 2010), so could be taken in the multivariate analyses of variance (MANOVA).

4.2.2.1 Main effects

A multivariate analysis of variance was performed to investigate group differences in intention to participate actively or passively in eWOM. Three dependent variables were used: primes, manipulations and self enhancement. The self enhancement construct was split into a high and low group based on the median value ($Mdn=2.81$). The independent variables were intention to write a review within 5 years, within 12 months, within 4 weeks, an overall intention to write (mean scores of the different time stages together) and the intention to use the website when looking for a new employer (the 'passive intention'). Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance and multicollinearity with no serious violations noted (Pallant 2010). There were found statistically significant differences in self enhancement and one interaction effect between primes*manipulations.

Other main effects did not show significant results. See for an overview of these main and interaction effects table 4, were for each DV the scores of the MANOVA analysis are outlined. In score on self enhancement groups differ significantly in a high and low score on self enhancement, people with a higher score (group 2) all had a higher mean intention to active or passive participate in eWOM. In appendix E the mean scores and differences per condition are set out. The self enhancement groups differ significantly on all DV but mostly on the overall intention, $F(1,125) = 24.35$, $p=0.00 (<0.05)$; Wilk's Lambda = 0.00; partial eta squared (η^2) = 0.16, representing 16% of the variance in intention to write a review explained by score on self enhancement. According to Cohen (1988, p. 22) as referred to in Pallant (2010), this effect is of large size, which indicates that the score on self enhancement is a trustworthy predictor of intention to actively and passively participate in eWOM about employers.

An interaction effect between the primes*manipulations was found for the dependent variable 'I have the intention to look at this, or this kind of, site when looking for a new employer' (passive participation). It reached significance at $F(1, 125) = 3.16$ $p = <0.1$. Planned comparisons showed that in the condition of an anonymous homepage respondents did not respond to the difference in anonymous versus non anonymous primes ($M_{anonymousprime}=-0.19$, $SD=0.28$ versus $M_{nonanonymousprime}=-0.19$, $SD=0.28$). Whereas in the condition of a non anonymous homepage the difference between the anonymous prime versus non anonymous prime was significant ($M_{anonymousprime}=-0.58$, $SD=0.33$ versus $M_{nonanonymousprime}=-0.58$, $SD=0.33$; $F(1, 125)= 3.07$, $p < 0.1$).

Figure 3 made clear that when an anonymous prime and non anonymous website interacted, the result was a significant higher intention than people with a non anonymous prime and website. So hypothesis H1c was partly confirmed, because an interaction was found between a prime and manipulation, but not the expected anonymous prime and manipulation. H1b was therefore not supported, because this interaction effect indicated that an anonymous manipulation is not always better for the motivation than a non-

anonymous manipulation of the homepage of a review website.

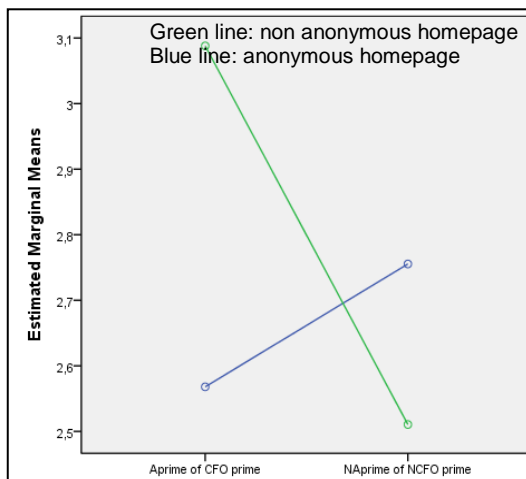


Fig. 3. Interaction between primes and manipulations on the DV 'intention to use the website'

4.3 Study 2b: manipulating concern for others

This study examined the effectiveness of primes and manipulations in the context of concern for others on the intention of people to write a review or make use of the website. The independent variables in this study were scores on concern for others of the reviewers and the scores on self enhancement.

4.3.1 Method

4.3.1.1 Materials

This study was set up the same as 2a, except that the subjects of the primes and website manipulated were different in topic, focused on concern for others. The news message was about the money spend on development aid by the government. In the concern for others version of the prime this message had the focus on money spend on the aid to development that will be the same for the next few years, despite the economical crisis, living together is not something you can do on your own so it is the responsibility of the Netherlands to take their part in this. In the version with non concern for others, the focus of the message was rather to focus first on the financial situation of our own country before spending money on development aid, a decision made by the Dutch government which was supported by all parties. The full text of these primes can be found in appendix B. After the prime the

respondents saw the homepage of 360inc, in a manipulated way. The respondents who saw the concern for others website saw a picture of the homepage where the slogan was manipulated: 'Write your review and help others to find the perfect employer!' and a reaction of someone was visible who made clear the reviews helped him a lot. The non concern for others version of the manipulated homepage was, again, the opposite: on the homepage it was clear that people write reviews for their own sake and the slogan said only 'Write a review'. In appendix C the manipulations of the homepage are spread out. Furthermore, in appendix D the whole questionnaire of the experiment was added.

4.3.1.2 Respondents

In total 150 participants were assigned to this study. 52% women and 48% men and the mean age was 32 years with a median of 25. More than 50% enjoyed a higher education. On both business as private level most respondents spend between the 1 and 3 hours a day behind the internet. These descriptions stated that the sample is an approximate realistic production of the population of Young Professionals.

4.3.1.3 Manipulation check

The influence of the primes and manipulations were, again, checked by an ANOVA analysis. The groups differed significantly and the test 'homogeneity of variances' appeared not significant ($p=0.81 > 0.05$) which means that the assumption that variances in scores are the same for each of the two groups is tenable. Whether the news message was making people more 'concerned for others' was checked by the item 'This news message makes me realize it is important to do something for your fellow being'. Respondents with a concern for others prime had significant more trust in development aid than people who received the non concern for others prime with a mean score of 3.2 for the first one ($SD=1.02$) and mean score 2.77 for the second one ($SD=1.02$). $F(1,148)=6.14$, $p=0.01 < 0.05$ so first part of hypothesis H2a was confirmed. After manipulation check the manipulated homepage showed no significant differences between the groups, so H2b could not be confirmed in this research. The mean scores on the item 'This website looks useful for people to help them find the best employer' were not significantly different ($F(1,143)=1.73$,

$p=0.19$ ns), in the concern for others condition $M=3.11$ ($SD=0.96$) and in the non concern for others condition $M=2.89$ ($SD=1.10$). Though not significant, the mean score in the concern for others condition was higher, so this can be seen as an indication that groups can differ on this aspect.

4.3.2 Results

On the question ‘did you ever wrote a review?’ answered 41% no and 59% yes ($N=130$). The majority of the ‘yes’ condition wrote a review 2 till 5 times (52%). The subjects of reviews was different, from book reviews till restaurant reviews, but reviews about employers was naught, the ‘yes’ condition was asked if they had ever wrote a review about their (former) employer 94% answered no ($N=52$). To check whether the attitude of respondents was positive the item ‘my first impression of the website is positive’ was used on a 5 points Likert scale and was asked after respondents saw the manipulated homepage. Mean score was highest for the respondents with a concern for others prime (not dependable on the manipulation of the website).

A multivariate analysis of variance was performed to investigate group differences in intention to participate actively or passively in eWOM. Three dependent variables were used: primes, manipulations and self enhancement. The self enhancement construct was split into a high and low group based on the median value ($Mdn=2.86$). The independent variables were intention to write a review within 5 weeks, within 12 months, within 4 weeks, an overall intention to write and the intention to use the website when looking for a new employer (the ‘passive intention’). Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of

variance and multicollinearity with no serious violations noted (Pallant 2010). There appeared to be statistically significant differences in scores on self enhancement. Other main effects did not show significant results. See for an overview of these main and interaction effects table 5, were for each DV the scores of the MANOVA analysis are outlined.

In self enhancement groups differ significantly in a high and low score on self enhancement, people with a higher score (group 2) all had a higher intention to active or passive participate in eWOM. In appendix F the mean scores for each condition are set out. The self enhancement groups differ significantly on all DV (except for the intention to write within 4 weeks) but mostly on the intention to write within 5 years, $F(1,125) = 16.22$, $p=0.00$ (<0.05); Wilk’s Lambda = 0.00; partial eta squared (η^2)= 0.12, representing 12% of the variance in intention to write a review explained by score on self enhancement (which can be seen as a medium size effect). So just like in study 2a, hypothesis H3 was confirmed: when individuals scored higher on self enhancement, the intention to write a review will be higher. Furthermore, the concern for others prime indicated the highest positive attitude ($M=3.04$, $SD=0.99$), not depending on which manipulated website a respondent had seen because the manipulation did not showed significant differences.

As seen in table 5, no significant interaction effects were found. Understandably due to the unsuccessful manipulation of the homepage, the groups did not differ in manipulations of the homepage. In addition, apparently the prime of concern for others did not had a significant effect on the intention to write or read a review. In appendix F the mean scores and differences per condition are set out for a complete overview.

Table 5 Main effects study 2b – summary of MANOVA analysis effects anonymity on the five dependent variables

	DF	F	Significance	η^2
<i>DV: Main effects independent variables on intention to read</i>				
Prime	1	2.58	0.11	0.02
Homepage	1	1.53	0.22	0.01
Self enhancement	1	12.16	0.00*	0.09
Prime*Homepage	1	0.06	0.81	0.00
Prime*Self enhancement	1	1.44	0.23	0.01
Homepage*Self enhancement	1	0.35	0.56	0.00
Prime*Homepage*Self enhancement	1	0.48	0.40	0.00
<i>DV: Main effects independent variables on intention to write a review within 5 years</i>				
Prime	1	2.25	0.14	0.02
Homepage	1	1.58	0.21	0.01
Self enhancement	1	16.22	0.00*	0.12
Prime*Homepage	1	0.10	0.75	0.01
Prime*Self enhancement	1	0.27	0.60	0.00
Homepage*Self enhancement	1	0.27	0.60	0.00
Prime*Homepage*Self enhancement	1	0.01	0.93	0.00
<i>DV: Main effects independent variables on intention to write a review within 12 months</i>				
Prime	1	2.86	0.09	0.02
Homepage	1	1.25	0.27	0.01
Self enhancement	1	9.92	0.00*	0.08
Prime*Homepage	1	0.44	0.51	0.00
Prime*Self enhancement	1	0.17	0.68	0.00
Homepage*Self enhancement	1	0.96	0.33	0.01
Prime*Homepage*Self enhancement	1	0.75	0.39	0.01
<i>DV: Main effects independent variables on intention to write a review within 4 weeks</i>				
Prime	1	0.32	0.57	0.00
Homepage	1	1.40	0.24	0.01
Self enhancement	1	0.07	0.70	0.00
Prime*Homepage	1	0.16	0.69	0.00
Prime*Self enhancement	1	0.01	0.91	0.00
Homepage*Self enhancement	1	0.17	0.69	0.00
Prime*Homepage*Self enhancement	1	1.30	0.26	0.01
<i>DV: Main effects independent variables on intention to write a review overall</i>				
Prime	1	2.25	0.14	0.02
Homepage	1	1.92	0.17	0.02
Self enhancement	1	9.44	0.00*	0.07
Prime*Homepage	1	0.06	0.81	0.00
Prime*Self enhancement	1	0.18	0.67	0.00
Homepage*Self enhancement	1	0.55	0.46	0.00
Prime*Homepage*Self enhancement	1	0.45	0.50	0.00

*Significant at $p < 0.05$ **Significant at $p < 0.1$

4.4 Results - hypotheses overview

Due to the many hypotheses tested in different studies a short overview of these hypotheses is given, before entering the discussion.

Study 1

H1: Concern for others is the most important motive for people to write reviews about their (former) employer. → confirmed

H2: Social benefits play a significant role in the motivation to write a review about a (former) employer. → not confirmed

H3: Exertion of power plays a significant role in the motivation to write a review about a (former) employer. → confirmed

H4: Self-enhancement plays a significant role in the motivation to write a review about a (former) employer. → not confirmed

H5: Economic rewards play a significant role in the motivation to write a review about a (former) employer. → not confirmed

H6: Venting negative feelings will play a significant role in the motivation to write a review about a (former) employer. → confirmed

H7: Anonymity forms an incentive for writing a review about a (former) employer. → confirmed

H8: The intention to write an online review about a (former) employer depends on the motivational factors as stated by Hennig-Thurau et al. (2004). → partly confirmed, because the tested predictors accounted for 15% of the intention so other factors may also play a role.

Study 2a

H1a: An anonymous prime will have the result of less trust in websites and therefore the intention to participate in eWOM communication will decrease. → not confirmed

H1b: An anonymous manipulation of the website will have a positive effect on the intention to participate in eWOM communication. → not confirmed

H1c: Interaction between an anonymous prime and anonymous manipulation of the website will have the result of the highest intention to participate in eWOM communication. → partly confirmed, because there was an interaction effect between the anonymous prime and non anonymous manipulation of the homepage.

Study 2b

H2a: A concern for others prime will draw attention on the 'concern for others' aspect most people own in nature and therefore the intention to participate in eWOM communication will rise. → partly confirmed (only the first part, not the intention to participate)

H2b: A concern for others manipulation of the website will have a positive effect on the intention to participate in eWOM communication. → not confirmed

H2c: Interaction between a concern for others prime and concern for others manipulation of the website will have the result of the highest intention to participate in eWOM communication. → not confirmed

Study 2 overall

H3: When individuals score higher on self enhancement, the intention to participate in eWOM communication will be higher. → confirmed

H4: Higher scores on self enhancement are a

good incentive in interaction with primes and manipulations (in study 2a as well as in study 2b) for a higher intention to participate in eWOM communication. → not confirmed

5. Discussion

The purpose of this study was to answer the question 'What motivates people to participate actively or passively in eWOM about (former) employers?'. This question has been researched by assessing the motivations people have for writing a review about their (former) employer or reading reviews about employers (enhance, use the website when looking for a new employer). Specifically, this study explored whether individuals in general have an intention to provide such a review and the role self enhancement and barriers played in this intention. The consecutive studies presented provided insights into motivations for people to participate in eWOM about employers and the confirmation that most people do not intent to participate active in this eWOM communication on online platforms, but rather passive.

5.1 Theoretical and Practical Implications

The first most outstanding result was that most people do have the need for inside information about employers, but only a few respondents had ever wrote a review about an employer before so the familiarity with the concept is very low. It is known that an individual's past behavior has a positive impact on his or her intention to perform the behavior again (Cronan and Al-Rafee 2008; Sutton 1998). This was an important factor in this research, because familiarity is a factor of trust (Yoon 2002) and it might as well be an explanation for the very low intention to actually write a review. Another possible reason for the low intention to actively participate had to do with 'lurking'. Former research indicated that most people participate passively due to different kind of reasons (e.g. as a way to learn about a new topic (Kraut et al. 1992), because people do not feel the need to post, because they got what they wanted by just reading (Preece, Nonnecke, and Andrews 2004) and the so called free riders who do not have an

intention to actively participate (Nonnecke and Preece 2000)) and most people in communities only read but never contribute (Preece, Nonnecke, and Andrews 2004). Third possible explanation for this low intention is the innovative character of reviews about employers. A website like 360inc can be seen as an innovation. Rogers defines an innovation as: "An innovation is an idea, practice, or object that is perceived as new by an individual or other unit of adoption." (Rogers 1995, p.11). An innovation can be symbolic but technological as well. Review websites about new topics are both: it is a new way of communicating about an employer and a new way of providing feedback. Technological it is an innovation because there are many changes at the moment in community sites and social media. Websites like 360inc combine reviews with social media as labor market communication, which is a unique at the moment of writing (March 2012).

In line with the Theory of Planned Behavior of Ajzen (1991) a positive attitude towards this innovation will create a stronger intention to write a review or use the website. This was confirmed by study 2. In both experiments the attitude was positive for the condition with the highest intention. Additionally, it was demonstrated that when individuals have experiences with writing reviews in general, their intention to write a review about an employer is also higher. But what was motivating people to behave actively or passively in eWOM communication by writing or reading reviews about a (former) employer?

Anonymity

Both studies provided evidence that anonymity is a major player concerning the intention to actively and passively participate in eWOM communication concerning this topic. A 55% of the respondents in the questionnaire agreed that fear of non-anonymity was the most important barrier for writing a review. Although Pollach (2006) pointed out that the anonymity of the world wide web is not a problem for the success of eWOM, it seems to be a problem in the context of reviews about employers. Results of study 2a showed that an anonymous prime did not make people feel more anxious for their privacy on websites. This was unexpected, but not an unrealistic result which could have three plausible explanations.

First of all it could be blamed on the incredibility of the news article. This is not very

likely, due to the pre test that was done and the careful consideration of the text in the prime. Secondly, it could be an indication for the fact that the concerned information triggered people's attention to anonymity and showed that anonymity is not a big problem. It could indeed be that this forms an explanation, because Wang (2010) concluded that social image is more effective than anonymity in attracting productive volunteer reviewers. But a third, and according to the researcher a more appropriate reason, is that people *think* an anonymous prime did not make them more anxious, but in their subconsciousness were primed with the danger of anonymity. The MANOVA analysis showed that when people saw an anonymous prime they were triggered on anonymity and this group differed significantly on the group received a non anonymous prime. Afterwards the respondents with a anonymous prime saw the non anonymous website and their intention to use the website when looking for a new employer was highest. This could be the result of the trigger of the prime about anonymity and privacy problems and therefore, after receiving this anonymous prime, trusted the non-anonymous version of the website more than an anonymous one. To check this explanation the item 'In general, I trust my personal information to websites without thinking' needed a closer look. Respondents answered mostly 'I agree' ($M=3.8$, $SD=0.9$), which implicated that people apparently do not care much about sharing personal information. Research of Beldad, Steehouder and Jong (2011) showed that in reality, people's attitude towards their personal information privacy is complex. They give the example of people claiming that they value their information privacy (which became also clear in this study via the barriers respondents conveyed), but often trade personal information for tangible or intangible benefits. People differ in their privacy concerns (Ackerman, Carnor, and Reagle 1999; Sheehan 2002) and interesting for this study is that Beldad, Steehouder and Jong (2011) stated that people seek for information to reduce their uncertainty. An employer is a major complex, ambiguous and uncertain 'product', because less knowledge exists about the culture and work atmosphere of a certain employer. Because uncertainties cause discomfort, people seek to eliminate them by acquiring pertinent information (Heath and Bryant 2000). When people are unsure about the other party in the encounter, disturbance in the flow of

the interaction is bound to occur (Berger 1986). Although the former researches discussed sharing personal information and this research is about sharing experiences of your job, this knowledge might confirm the result that people do trust the non-anonymous website more than the anonymous website. Because in the non-anonymous version there is no uncertainty about the other party who wrote the review. Preece, Nonnecke, and Andrews (2004) found that participants wanted to remain anonymous while posting and this finding was confirmed in this research, fear of non anonymity is the most important barrier for people to post. We could therefore assume that people rather *read* non-anonymous reviews, but *write* them anonymously.

Scott and Rains (2005) stated that anonymity may be viewed as more or less appropriate, depending on the communication context. This may be also a factor that played a role in this research and it might take time for people in general to accept anonymity on these kinds of websites. Research of Nubé (2011) to the generation Y (and X, the generation before Y), the target group of Young Professionals, concluded that this group wants transparency and does not worry much about their privacy, because 'sharing is knowledge' (Nubé 2011). It may be the case that these Young Professionals are not likely to be scared by a news article about break of privacy, because most of these young people share their personal lives already via Facebook and/or other social media.

In practical terms this result concerning anonymity showed that it is hard to motivate people to engage in eWOM about their employer. Besides the barrier of anonymity, the fear of losing their job or influence on a future job due to a critical review is high. According to Urban, Sultan and Qualls (2000) trust is build in three stages: there has to be trust in the internet and the website in specific (1), secondly there has to be trust in the information given (2) and finally there has to be trust in the delivery and service (3). This last stage is not really important in this case but it gives an example of the fact that, in order to let people trust the reviews and make them write one, there first has to be trust in the website. Websites like 360inc therefore may use the knowledge of this research to ensure visitors of their website (the potential review writers) that their anonymity is guaranteed. Not only by provid-

ing a privacy statement (Beldad, Steehouder and de Jong 2011), but also by creating more discussions on the platform and cooperation from employers to show more transparency (McLeod 2011). The fear of anonymity is an important issue on these kinds of online platforms. For review websites it is important to offer the possibility of adopting an online identity which is separated from the real life identity. As long as this occurs constantly and reviews are motivated, visitors of the website will probably not have many problems with 'fake id's'.

Concern for others

The second important result from this study is about the role the concern for others construct played. Concern for others had the most influence on the intention to write or read a review and confirmed previous research that people want to do something for others out of altruism (Anderoni 1990), help the company (Hennig-Thurau et al. 2004) and would like to write reviews as an intrinsic value because no economical reward was provided (Ariely, Bracha and Meier 2009; Benabou and Tirole 2006). Economical reward as an incentive was also explored but this showed no significance results, which was not surprising according to the above. Respondents who received a concern for others prime had a higher intention to write a review than the group that received a non concern for others prime. Implication that follows out of this result is that marketeers should focus more on this aspect of human nature. In marketing related activities the focus can be on helping others finding a perfect employer when everybody shares inside information about their (former) employer.

Other predictors

Besides these main effects investigated, the research provided evidence that a part of the motivations founded by Hennig-Thurau et al. (2004) were also applicable to the context of reviews about employers. 'Exertion of power' and 'venting negative feelings' were the constructs that played a significant role as motivations to write an online review. The social benefits did not play a significant role in the intention to write a review about a (former) employer. Most likely because this review site is not about creating a virtual community, were participants should have an (invented) identity. The respondents indicated

that one of the biggest barriers for them was the fear a review would have influence on their job or future job, so social benefits will not be received when writing reviews anonymously. Also, general consumer opinion websites tag into the desire of people to share information about topics they consider themselves to be experts on (Nah et al. 2002). In interviews with employees, kept during the internship of the researcher, appeared that most people agreed that the satisfaction of a job is different for each person, so, according to them, it is not always fair to give a negative opinion of an employer while others think it would be a perfect employer. This practical information was confirmed in study 1 and leads also to the finding that when people are likely to write a review out of 'venting negative feelings' their intention was going down. Sharing positive information is thus something most people are willing to do (Herr, Kardes and Kim 1991), but negative information is a different story, especially concerning an employer. According to Tesser and Rosen (1975) this is not an unexpected result, because negative information is mostly avoided because it raises guilt feelings which people do not want to have. Last significant unique contribution to the intention to write a review was made by the trigger 'exertion of power'. Opinions of people are of great value for the firm and can make or break a company. When there would be only negative comments of a company on a review site, the reputation of this company could be in danger so this is a very interesting point for companies to look at. However, because the intention of people to actually write a review is very low, this 'danger' will not be that high.

Self enhancement

Furthermore, the effect of self enhancement played a significant role. Rather remarkable is that in study 1 self enhancement did not seemed to play a unique role. Because literature stated that self enhancement is an important construct in the context of reviews in general (Sundaram, Mitra and Webster 1998; Hennig-Thurau et al. 2004), it was taken in the experiment. It appeared that this characteristic had significant influence on the intention to write and/or read a review about employers. The items of self enhancement were in both studies derived from Hennig-Thurau et al. (2004), but in study 2 the items were more wrapped up in the context of personal character-

istics and more positively stated. This may be the explanation for the differences between the studies. Data from study 2 showed that people with a higher score on self enhancement, had a significant higher intention to write a review or use the website in the future. Mean scores were highest for people to make use of the website or write a review within 5 years. The shorter time frames of 12 months and 4 weeks had a lower intention which indicated respondents do not have a short term intention to write a review. Looking back at the literature about self enhancement it is known that people generally seek to present themselves positively in a manner consistent with their self-images (Banaji and Prentice 1994; Leary and Kowalski 1990; Schlenker and Weigold 1992; Tyler 2009). For marketing managers and employers it is important to understand how eWOM works, so they can manage this and stimulate positive eWOM (Sundaram, Mitra and Webster 1998). While apparently people higher in self enhancement are more likely to write a review, this can easily be implicated in marketing strategies. It is possible for example to focus on the opinion leaders, early adaptors and people who are writing reviews in general, because they share their opinion sooner than others (Pollach 2006). The findings suggesting that self enhancement plays an important role, so people feel the need to share positive knowledge. Rather remarkable, at the same time people do not want to face the risk of getting fired or not being hired in the future because of a critical review. This forms a great challenge for marketers and employers. However, a question concerning the definition of 'reviews' rises. Respondents agreed that they question the advantages of reviews about employers, because an employer is very complex and personal. The intention to actually write a review and active participate in eWOM communication about employers is very low, this might be due to a problem with the definition of 'review' or the slogan 'give your opinion about your employer'. The goal of a website like 360inc is to provide inside information by sharing experiences. To attract more reviews an advice to the management would be to clear the definition of the goal of these reviews. When people understand the goal is about sharing experiences, not so much positive or negative, people might better understand the need for this information and may not feel guilty to their employer (and their selves).

5.2 Study limitations and future research

A number of factors may limit the interpretation of the results. First limitation is the fact that these were *online* studies. The choice of an online study was because reviews are written online and the context was the same this way as in real life. But this way it was unknown how long the respondents *really* took the time to read the prime and take a close look at the manipulated website. Although the mean time it took someone to complete the experiment was 14.37 minutes, so the indication at front of 15 minutes was realistic and it showed that people were taking it seriously. In a future research it would be interesting to execute this research in a face to face setting so that a researcher can see how long people really look at the prime and website. Second limitation had to do with the sample. The sample is a less or more realistic example of the population, but did exist mostly out of students and Young Professionals and some respondents somewhat older than the target group. De target group of 360inc are the Young Professionals, but how do older people feel about this? This group is not the group of social media so the expectation will be that this group will have a lower intention than the group in this research. Interestingly however, is that most employers will have an elderly age and this might be another barrier for people to not write a review. Third limitation is about the trustworthiness of the scales. The alpha's were not very high. This had to do with the fact that some constructs were measured by a few items and some constructs were not based on existing scales due to the new research area. Because the interitem correlations were above 0.3 (Pallant 2010) the constructs were verified trustworthy, but to ensure results in the future it will be better to replicate this research with more items per construct. In addition, more attention must be paid to measuring the intention. There was little variance in scores in the time stages because the intention was very low, so the overall intention was also measured but this was not the goal of measuring in time stages. Also, the differences between groups were significant in study 2 but not for the manipulation of the homepage in study 2b. Due to the fact that little research so far has been done in this topic results of this research give a good first overview on how people react on review sites

about employers en whether it is possible to manipulate their intention to participate. However, more research is needed to investigate this for a better and more generalizable comprehensive image of the proposed paradigm.

Moreover, no distinction has been made between positive and negative WOM. When looking at the website 360.nl it is found that most of the reviews are positively stated. This is accountable due to the fact that self enhancement played a significant role and people are more willing to share positive experiences than negative experiences (Tesser and Rosen 1975; Sundaram, Mitra and Webster 1998). But it would be interesting to take a closer look at this distinction. Because social media and rumors reveal lots of critics on employers, why not anonymously share this information? This surely has to do with the anonymity problem and the fact that people are more willing to share positive information (self enhancement) but there might be more factors than self enhancement or anonymity. For example, employees have a certain dependability of their employer (money) so this is a big difference with writing a review about a hotel. Besides money people may also extract a status concerning their job and when you then write a critical review about an employer, indirectly this is also a critical review about yourself. These are interesting ideas for future research, which might be investigated by verify the consequences of reading/writing a negative versus a positive review about an employer and what this means for people's self image.

Furthermore, in future research, the personality of people is an interesting subject to investigate and see whether people can be split up in different target groups with different marketing strategies. For example people higher in self enhancement need less convincing than people low in self enhancement. In the context of writing reviews it was researched before by Picazo-Vela et al. (2010). They found that all the constructs of the Big Five played a significant role in the intention of writing a review, in relation to online shopping. The Big Five personality constructs represent a powerful frame of reference in psychological reasoning about the structure of inter individual differences in personality dimensions (John and Srivastava, 1999; McCrae and Costa 1997). The personality constructs of the big five are: neuroticism, extraversion, agreeableness, conscientiousness and openness. These

constructs were also taken in this research, but did not play a significant role on their own. A chi square test provided insight in the fact that all of these constructs were distributed right and randomly over the conditions, no significant differences were found in scores which means that there was a good random sample. However, this research had a different topic than the research of Picazo-Vela et al. (2010) so this is ought to be the explanation for the zero results of this aspect, when taken the constructs on their own. Moreover, when the personal characteristics all together were analyzed (the Big Five, self enhancement, seriousness and private and public consciousness) the characteristics showed to be significant arguments to write a review or use the website. Additional work is required to gain more insight in the role of characteristics of people in the context of writing reviews.

Another interesting topic is the culture. It is known that internet privacy is closely related to cultural differences (Bellman et al. 2004). The culture has lasting impacts on internet privacy (Chen et al. 2008) and thus the way people perceive anonymity as a threat. Hofstede (1991) founded that people in different cultures have different standards about privacy rights. For example, people in a higher collectivist culture (e.g. Taiwan) have a higher tolerance for sharing their personal information. In Taiwan it is common to ask a stranger about his or her profession and family background. On the other hand, people in Taiwan are also used to hierarchical work situations so it is questionable whether reviews about employers would be appropriate. Opposite of this culture are people from a highly individualistic culture like the Netherlands (e.g. USA), who have little tolerance for the behavior in collectivist cultures. Individuals in the USA are less likely to accept the rationale of collecting personal information as benefit for the society as a whole (Hofstede 1991). This is why there are more pri-

vacy rights in individualistic cultures than in collectivistic cultures. There are more dimensions on which cultures differ and it would be interesting to examine this internet privacy in cross-cultural perspectives, together with the concept of concern for others and other motivations of people to write reviews (about employers or in general).

Last suggestion for additional research is that it could be investigated if other media are more appropriate to share inside information about employers. For example a blog could be kept by employers about their jobs, video's can be made, photo's of workplaces or interviews kept with employers to give a more real image of a job and organization. Would this be more trustworthy or does it just take time for people to get used to reviews about employers? Or might it be possible to collect all these items on one virtual platform where employees can discuss their workplace and share experiences?

In short, this study has made an academic and practical effort to examine the motivations people have for writing and/or reading reviews about employers. The familiarity was low because a website like 360inc is an innovation and a new way of communicating about the labor market. A new topic in the area of eWOM and the findings of this study might be useful not only for websites like 360inc.nl, but also for other small and unfamiliar online websites with new concepts. Employers should think of motivating people to write a review and give more transparency, especially to gain interest of the younger generation. Most people in the Netherlands appeared to be not (yet) ready to give this much transparency about employers, though they do feel the need for inside information so it could be a 'typical' Dutch thing: "Just look, don't buy", which will be in this context: "Just read the reviews, but not write them ourselves."

6. References

- Ackerman, M. S., L. F. Cranor, and J. Reagle, (1999), "Privacy in e-commerce: Examining user scenarios and privacy preferences", *Proceedings of the 1st ACM Conference on Electronic Commerce*, Denver, 1–8.
- Ajzen, Icek (1991), "The Theory of Planned Behavior", *Organizational Behavior and Human Decision Processes*, 50, 179-211.
- Alicke, M.D., Braun, J.C., Glor, J.E., Klotz, K.L., Magee, J., Sederholm, H., and Siegel, R. (1992), "Complaining Behavior in Social Interactions", *Personality and Social Psychology Bulletin*, 18, 3, 286–295.
- Andreoni, James (1990), "Impure Altruism and Donations to Public Goods: A Theory of Warm-Glow Giving", *Economic Journal*, 100, 464-477.
- Andreoni, James and B. Douglas Bernheim (2009), "Social image and the 50-50 norm: a theoretical and experimental analysis of audience effects", *Econometrica*, 77, 1607-1636.
- Ariely, Dan, Anat Bracha, and Stephan Meier (2009), "Doing Good or Doing Well? Image Motivation and Monetary Incentives in Behaving Prosocially", *American Economic Review*.
- Arndt, Johan (1967), "The Role of Product-Related Conversations in the Diffusion of a New Product", *Journal of Marketing Research*, 4, 291-295.
- Ashton, Michael C., Sampo V. Paunonen, Edward Helmes, and Douglas N. Jackson (1998), "Kin Altruism, Reciprocal Altruism, and the Big Five Personality Factors", *Evolution and Human Behavior*, 19, 4, 243-255.
- Ashton, M.C., Jackson, D.N., Helmes, E., and Paunonen, S.V. (1998), Joint factor analysis of the Personality Research Form and the Jackson Personality Inventory: comparisons with the Big Five. *Journal of Research in Personality* (in press).
- Ba, Sulin, Jan Stallaert, and Andrew B. Whinston (2001), "Research Commentary: Introducing a Third Dimension in Information Systems Design", *Information System Research*, 12, 3, 225-239.
- Bagozzi, Richard P. and Utpal M. Dholakia (2002), "Intentional Social Action in Virtual Communities," *Journal of Interactive Marketing*, 16, 2, 2–21.
- Balasubramanian, Shankar and Vinay S. Mahajan (2001), "The Economy Leverage of the Virtual Community", *International Journal of Electronic Commerce*, 5, 103-138.
- Banaji, Mahzarin R. and Deborah A. Prentice (1994), "The self in social contexts", *Annual Review of Psychology*, 45, 297-332.
- Belanger, France, Janine S. Hiller, and Wanda J. Smith (2002), "Trustworthiness in electronic commerce: The role of privacy, security, and site attributes", *Journal of Strategic Information Systems*, 11, 245–270.
- Beldad Ardion, Menno de Jong, and Micheal Steehouder (2011), "A Comprehensive Theoretical Framework for Personal Information-Related Behaviors on the Internet", *The Information Society*, 27, 220–232.
- Bellman, Steven, Eric J. Johnson, Stephen J. Koblin and Gerald L. Lohse (2004), "International differences in information privacy concerns: a global survey of consumers", *The Information Society*, 20, 313 – 324.
- Benabou, Roland and Jean Tirole (2006), "Incentives and prosocial behavior", *American Economic Review*, 96, 1652-1678.
- Benassi, Paola (1999), "Truste: An Online Privacy Seal Program", *Communications of the ACM*, 42, 2, 56–9.
- Berger, Charles R. (1986), "Uncertain outcome values in predicted relationships: Uncertainty reduction theory then and now", *Human Communication Research*, 13,1, 34–38.
- Berkowitz, Leonard (1970), "Experimental Investigations of Hostility Catharsis", *Journal of Consulting and Clinical Psychology*, 35, 1, 1–7.

- Bickart, Barbara and Rober M. Schindler (2001), "Internet Forums as Influential Sources of Consumer Information", *Journal of Interactive Marketing*, 15, 3, 31-40.
- Bone Paula Fitzgerald (1995), "Word-of-mouth effects on short-term and long-term product judgments", *Journal of Business Research*, 32, 213-23.
- Bronner, Fred and Robbert de Hoog (2011), "Vacationers and eWOM: Who Posts, and Why, Where, and What?", *Journal of Travel Research*, 50, 15-26.
- Chakravarty, Anindita, Yong Liu, and Tridib Mazumdar (2010), "The Differential Effects of Online Word-of-mouth and Critics' Reviews on Pre-release Movie Evaluation", *Journal of Interactive Marketing*, 24, 3, 185-97.
- Chatterjee, Patrali (2001), "Online reviews: do consumers use them?", *Advances in Consumer Research*, 28, 129-133.
- Chen, Houn-Gee, Charlie C. Chen, Louis Lox, and Samuel C. Yang (2008), "Online privacy control via anonymity and pseudonym: Cross-cultural implications", *Behaviour & Information Technology*, 27, 3, 229 - 242.
- Clemons, Eric K., Guodong Gordon Gao, Lorin M. Hitt (2006), "When Online Reviews Meet Hyperdifferentiation: A Study of the Craft Beer Industry", *Journal of Management Information Systems*, 23, 149-171.
- Costa, P. T., Jr. and R.R. McCrae (1992). Revised NEO personality inventory and new five-factor inventory: Professional manual. Odessa: Psychological Assessment Resources.
- Cronan, Timothy P. and Sulaiman Al-Rafee (2008), "Factors that influence the intention to pirate software and media", *Journal of Business Ethics*, 78, 4, 527-545.
- Cronbach, Lee J. (1951), "Coefficient alpha and the internal structure of tests", *Psychometrika*, 16, 297-334.
- Davenport, Thomas H. and Laurance Prusak (1998), *Working Knowledge: How Organizations Manage What They Know*, Boston: Harvard Bus. School Press.
- Dellarocas, Chrysanthos (2003), "The Digitization of Word of Mouth: Promise and Challenges of Online Feedback Mechanisms", *Management Science*, 29, 10, 1407-24.
- Dellarocas, Chrysanthos, Xiaoquan (Michael) Zhang and Neveen F. Awad (2007), "Exploring the value of online product reviews in forecasting sales: The case of motion pictures", *Journal of Interactive Marketing*, 21, 23-45.
- Denzin, Norman K. (1978), *The Research Act*. New York: McGraw-Hill.
- DeVellis, Robert F. (2003), *Scale Development theory and applications*. London: Sage Publications.
- Digman, John M. (1990), "Personality structure: Emergence of the five-factor model", *Annual Review of Psychology*, 41, 1, 417-440.
- Dinev, Tamara and Paul Hart (2005), "Internet Privacy Concerns and Social Awareness as Determinants of Intention to Transact", *International Journal of Electronic Commerce*, 10, 2, 7-29.
- Dooley, David (2001), *Social Research Methods*. Fourth Edition. New Jersey: Prentice-Hall.
- Dwyer, Paul (2007), "Measuring the Value of Electronic Word of Mouth and Its Impact in Consumer Communities," *Journal of Interactive Marketing*, 21, 2, 63-79.
- Eisenbeiss, Maik, Boris Blechschmidt, Klaus Backhaus and Phillip A. Freund (2012), "The (Real) World Is Not Enough: Motivational Drivers and User Behavior in Virtual Worlds", *Journal of Interactive Marketing*, 20 4-20
- Engel, J.F., Blackwell, R.D., Miniard, P.W. (1993), *Consumer Behavior* (8th edition). Forth Worth: Dryden Press.
- Evans, Martin, Gamini Wedande, Lisa Ralston, and Selma van 't Hul (2001). "Consumer Interaction in the Virtual Era: Some Qualitative Insights", *Qualitative Market Research*, 4, 3, 150-159.
- Fang, Yu-Hui and Chao-Min Chiu (2009), "In justice we trust: Exploring knowledge-sharing continuance intentions in virtual communities of practice", *Computers in Human Behavior*, 26, 2, 235-246.
- Federal Trade Commission (1998), *FTC Tells*

- Subcommittee that Self-regulation Is the Preferred Method of Protecting Consumers' Online Privacy.
- Gefen, David (2002), "Reflections on the dimensions of trust and trustworthiness among online consumers", *ACM SIGMIS Database*, 33, 3, 38–53.
- Gilly, Mary C., John L. Graham, Mary F. Wolfinbarger, and Laura J. Yale (1998), "A Dyadic Study of Interpersonal Information Search", *Academy of Marketing Science*, 26, 2, 83-100.
- Goldberg, Lewis R. (1993), "The structure of phenotypic personality traits", *American Psychologist*, 48, 1, 26–34.
- Grabner-Kräuter, Sonja (2002), "The role of consumers trust in online-shopping", *Journal of Business Ethics*, 39,1, 43–50.
- Gruen, Thomas W., Talai Osmonbekov, and Andrew J. Czaplewski (2005), "eWOM: The impact of customer-to-customer online know-how exchange on customer value and loyalty", *Journal of Business Research*, 59, 449-456.
- Harrison, David A., Peter P. Mykytyn Jr., and Cynthia K. Riemenschneider (1997), "Executive decisions about adoption of information technology in small business: Theory and empirical tests", *Information Systems Research*, 8, 2, 171–195.
- Head, Milena M. and Khaled Hassanein (2002), "Trust in E-commerce: Evaluating the Impact of Third-party Seals," *Quarterly Journal of Electronic Commerce*, 3, 3, 307–25.
- Heath, Robert L. and Jennings Bryant (2000). *Human communication theory and research* (2nd ed.). Mahwah, NJ: Erlbaum.
- Hennig-Thurau, Thorsten, Kevin P. Gwinner, Gianfranco Walsh, Dwayne D. Gremler (2004). "Electronic Word-Of-Mouth via consumer-opinion platforms: what motivates consumers to articulate themselves on the internet?", *Journal Of Interactive Marketing*, 18, 38-52.
- Herbig, Paul and John Milewicz (1994), "The Relationship of Reputation and Credibility to Brand Success", *Journal of Consumer Marketing*, 12, 4, 5–10.
- Herr, Paul M., Frank R. Kardes, and John Kim (1991), "Effects of Word-of-mouth and Product-attribute Information on Persuasion: An Accessibility–Diagnosticity Perspective", *Journal of Consumer Research*, 17, 4, 454–62.
- Herzberg, Frederick (1987), "One more time: How do you motivate employees?", *Harvard Business Review*, 65, 109-120.
- Hofstede, Geert (1991), *Cultures and Organizations*. London: McGraw-Hill
- Hoyer Wayne D and Deborah J. MacInnis (1997), *Consumer Behavior*. MA: Houghton Mufflin Co.
- Jarvenpaa, Sirkka L., Joam Tractinsky, and Michael Vitale (2000), "Consumer Trust in an Internet Store", *Information Technology and Management*, 1, (1–2), 45–71.
- Jiang, Pingjun, David B. Jones, and Sharon Javie (2008), "How Third-party Certification Programs Relate to Consumer Trust in Online Transactions: An Exploratory Study", *Psychology & Marketing*, 25, 9, 839–58.
- Jick, Todd D. (1979), "Mixing qualitative and quantitative methods: Triangulation in action", *Administrative Science Quarterly*, 24, 602-611.
- John, Oliver P., and Sanjay Srivastava (1999), *Handbook of Personality*. University of California, Berkely.
- John, Oliver P., Lawrence A. Pervin, and Richard W. Robins (2001), *Handbook of personality: Theory and research* (2ed.). New York: Guilford Press.
- Joinson, Adam N. (2001), "Self-disclosure in computer-mediated communication: The role of self-awareness and visual anonymity", *European Journal of Social Psychology*, 31, 177-192
- Kim, Kyongseok and Jooyoung Kim (2011), "Third-party Privacy Certification as an Online Advertising Strategy: An Investigation of the Factors Affecting the Relationship between Third-party Certification and Initial Trust", *Journal of Interactive Marketing*, 25, 145-158.
- Kraut, R., Fish, R., Root, B. and Chalfonte, B. (1992), "Informal communication in organizations". In R. Baecker (ed.), *Groupware and Computer Supported*

- Cooperative Work, Morgan Kaufman, McCrae, Robert R.;Costa Jr., Paul T. (1997), CA, 287-314.
- Krebs, John R. and Nick B.Davies (1987), *An Introduction to Behavioural Ecology* (2nd edition). Oxford:Blackwell Scientific Publications.
- Kyung Hyan, Yoo and Gretzel Ulrike (2008), "What motivates consumers to write online travel reviews?", *Information Technology & Tourism*, 10, 283-295.
- Lawler, Edward E., III. (1984), "The Strategic Design of Reward Systems", In C. Fombrun, N. Tichy, and M. Devanna (Eds.), *Strategic Human Resource Management* (127–147). New York: Wiley.
- Leary, Mark R. and Robin M. Kowalski (1990), "Impression management: A literature review and two-component model", *Psychological Bulletin*, 107, 34-47.
- Mackiewicz, Jo (2010), "Assertions of Expertise in Online Product Reviews", *Journal of Business and Technical Communication*, 24, 3-28.
- Marcella, A. J. (1999), *Establishing trust in vertical markets*. Altamonte Springs, FL: The Institute of Internal Auditors.
- Marshall, Roger and Na Woonbong (2003), "An Experimental Study of the role of Brand Strength in the relationship between the medium of communication and perceived credibility of the message", *Journal of Interactive Marketing*, 13, 75-79.
- Matthews, Karen A. C., Daniel Batson, Joseph Horn, and Ray H. Rosenman, Ray (1981), "Principles in his nature which interest him in the fortune of others . . . : The heritability of empathic concern for others", *Journal of Personality*, 49, 273-247
- Mauldin, Elaine and Vairam Arunachalam (2002), "An Experimental Examination of Alternative Forms of Web Assurance for Business-to-consumer E-commerce", *Journal of Information Systems*, 16, 1, 33 -54.
- McCole, Patrick, Elaine Ramsey, and John Williams (2010), "Trust Considerations on Attitudes towards Online Purchasing: The Moderating Effect of Privacy and Security Concerns", *Journal of Business Research*, 63, 9-10, 1018-1024.
- McCrae, Robert R.;Costa Jr., Paul T. (1997), "Personality trait structure as a human universal", *American Psychologist*, 52, 5, 509-516.
- McCrae, Robert R.;Costa Jr., Paul T. (1999), *Handbook of Personality*. New York: The Guilford Press. Gerontology Research Center, National Institute on Aging.
- McFarland, David (1993), *Animal Behaviour*. Harlow, UK:Longman Scientific and Technical Publications.
- McWilliam, G. (2000), "Building Stronger Brands Through Online Communities", *Sloan Management Review*, 41, 43–54.
- McLeod, Poppy L. (2000), "Anonymity and consensus in computer-supported group decision making", *Research on Managing Groups and Teams*, 3, 175 – 204.
- McLeod, Poppy L.(2011), "Effects of Anonymity and Social Comparison of Rewards on Computer-Mediated Group Brainstorming", *Small Group Research*, 42, 4, 475 –503.
- Meijer, Stephan. 2007. "A Survey on Economic Theories and Field Evidence on Pro-social Behavior," in *Economics and Psychology: A Promising New Cross-Disciplinary Field*. Bruno S. Frey and Alois Stutzer, eds. Cambridge: MIT Press.
- Nah, F. et al. (2002). "Knowledge Management Mechanisms in E-Commerce: A Study of Online Retailing and Auction Sites", *The Journal of Computer Information Systems*, 42, 5, 119-128.
- Nam, Changi, Chanhoo Song, Euehun Lee, and Chan-Ik Park (2006), "Consumers' Privacy Concerns and Willingness to Provide Marketing-related Personal Information Online", *Advances in Consumer Research*, 33, 1, 212–7.
- Nonnecke, Blair and Jenny Preece (2000), "Lurker Demographics: Counting the Silent". In Proceedings of ACM CHI 2000 Conference, The Hague, pp. 73- 80
- Nubé, Sander (2011). *Socializing Business*. Report derived from <http://www.sandernube.nl/>

- Oliver, Richard L. (1999), "Whence Customer Loyalty?", *Journal of Marketing*, 63, 33-44.
- Pallant, Jullie (2010), *SPSS Survival Manual*. Berkshire: Mc Graw Hill
- Park, Cheol and Thae Min Lee (2009), "Antecedents of Online Reviews' Usage and Purchase Influence: An Empirical Comparison of U.S. and Korean Consumers", *Journal of Interactive Marketing*, 23, 4, 332-40.
- Picazo-Vela, Sergio, Shih Y. Chou, Arlyn J. Melcher and John M. Pearson (2010), "Why provide an online review? An extended theory of planned behavior and the role of big-five personality traits", *Computers in Human Behavior*, 26, 685-696.
- Pollach, Irene (2006), "*Electronic Word Of Mouth: A Genre Analysis of Product Reviews on Consumer Opinion Websites*", Proceedings of the 39th Hawaii International Conference on System Sciences.
- Popovich, Paula and John P. Wanous (1982), "The realistic job preview as a persuasive communication", *Academy of Management Review*, 7, 570-578.
- Preece, Jenny, Blair Nonnecke, and Dorine Andrews (2004), "The top five reasons for lurking: improving community experiences for everyone", *Computers in Human Behavior*, 20, 201-223
- Price, Linda L. and Lawrence F. Feick (1984), "The Role of Interpersonal Sources in External Search: An Informational Perspective", *Advances in Consumer Research*, 11. Ed. T.C. Kinneer. 250-253.
- Rafaeli, Sheizaf, Gilad Ravid, and Vladimir Soroka (2004), "*De-lurking in virtual communities: a social communication network approach to measuring the effects of social and cultural capital*", Proceedings of the 37th Hawaii International Conference on System Sciences, IEEE, 1-10
- Rains, Steven A. and Craig A. Scott (1998), "To reveal or not to reveal: A theoretical model of anonymous communication", *Communication Theory*, 8, 381-407.
- Rogers, Everett M. (1995), *Diffusion of innovations* (4th ed.). New York: Free Press.
- Rousseau, Denise M., Sim B. Bitkin, Ronald S. Burt, and Colin Camerer (1998), "Not So Different After All: A Cross-Discipline View of Trust," *Academy of Management Review*, 23, 3, 393-404.
- Schlenker, Barry R. and Michael F. Weigold (1992), "Interpersonal processes in involving impression regulation and management", *Annual Review of Psychology*, 43, 133-168.
- Sheehan, Kathy B. (2002), "Toward a typology of Internet users and online privacy concerns", *The Information Society*, 18, 1,21-32.'
- Shiv Singh (2009), at Razorfish: <http://www.cierant.com/explore/soundi ngboardthesocializationofbusiness/tabid/104/Default.aspx>
- Smith, Donnavieve, Satya Menon, and K. Sivakumar (2005), "Online Peer and Editorial Recommendations, Trust, and Choice in Virtual Markets", *Journal of Interactive Marketing*, 19, 3, 15-37.
- Smith, Marc A. and Peter Kollock (1999), *Communities in cyberspace*. London: Routledge.
- Sobel, Joel (1985), "A Theory of Credibility", *Review of Economic Studies*, 52, 557-573.
- Sundaram D.S. and Cynthia Webster (1999), "The role of brand familiarity on the impact of word-of-mouth communication on brand evaluations", *Advances in Consumer Research*, 26, 664-70.
- Sundaram, D.S., Kaushik Mitra, and Cynthia Webster (1998), "Word-of-Mouth Communications: A Motivational Analysis", *Advances in Consumer Research*, 25, 527-531.
- Sutton, Stephen (1998), "Predicting and explaining intentions and behavior: How well are we doing?", *Journal of Applied Social Psychology*, 28, 15, 1317-1338.
- Tesser, Abraham and Sidney Rosen (1975), "The Reluctance to Transmit Bad News", *Advances in Experimental Social Psychology*, L. Berkowitz ed. New York: Academic Press, 193-232.
- Tyler, J. M. (2009), "Compensatory self-presentation in upward comparison situations", *Human Communication Research*, 35, 511-533.

- Urban, Glenn L., Fareena Sultan, and William J. Wang, Ye Diana and Henry H. Emurian (2005), Qualls (2000), "Placing Trust at the Center of Your Internet Strategy", *Sloan Management Review*, 42, 39-49.
- Valacich, Joseph S., Leonard M. Jessup, Alan R. Dennis, and J.F. Nunamaker JR. (1992), "A Conceptual Framework of Anonymity in Group Support Systems", *Group Decision and Negotiation*, 1, 219-241
- Yakov Bart, Venkatesh Shankar, Fareena Sultan, and Glen L. Urban (2005), "Are the Drivers and Role of Online Trust the Same for All Web Sites and Consumers? A Large-Scale Exploratory Empirical Study", *Journal of Marketing*, 69, 133-152.
- Yoon, Sung-Joon (2002), "The Antecedents and Consequences of Trust in Online Purchase Decisions", *Journal of Interactive Marketing*, 16, 2, 47-63.
- Wang, Zhongmin (2010), "Anonymity, social image, and the competition for volunteers: a case study of the online market for reviews", *The B.E. Journal of Economic Analysis and Policy*, 10, 1, article 44
- Wasko, Molly McLure and Samer Faraj (2000), "It Is What One Does: Why People Participate and Help Others in Electronic Communities of Practice", *Journal of Strategic Information Systems*, 9, 2-3, 155-173.
- Wasko, Molly McLure and Samer Faraj (2005), "Why Should I Share? Examining Social Capital and Knowledge Contribution in Electronic Networks of Practice", *MIS Quarterly*, 29, 1, 35-57.
- Wooten, William (1991), "The effects of self-efficacy on job acceptance behavior among American college students", *Journal of Employment Counseling*, 28, 2, 41-48.

Appendix A Study 1 questionnaire (in Dutch)

Inleidend verhaal vragenlijst

Beste respondent,

Dit onderzoek gaat over een reviewsite van werkgevers. De site bundelt informatie over werkgevers. Niet alleen de standaard bedrijfsinformatie, maar ook inside informatie door middel van reviews, foto's en filmpjes. Hoe is het werkelijk op de werkvloer? Zijn alle mooie praatjes op de websites van werkgevers wel zo 'echt'?

Veel dank alvast voor je medewerking! Het onderzoek kost ongeveer 5 tot 10 minuten en je helpt ons er enorm mee!

Pagina 1

Achtergrondvariabelen

Om te beginnen willen we graag enkele gegevens van je weten, vul telkens in welk antwoord bij jouw van toepassing is.

Geslacht? M/V

Leeftijd? (open vraag!)

In welke sector ben je werkzaam?

-Bouw/Vastgoed

-Consultancy

-Farmacie

-Financiële dienstverlening

- IT/Telecom
- Industrie/Chemie
- Juridische dienstverlening
- Logistiek/Transport
- Media/Communicatie
- Non profit
- Overheid
- Recruitment
- Retail/FMCG
- Technologie
- Verkeer/Toerisme
- Wetenschap/Onderwijs
- Zakelijke Dienstverlening
- Zorg
- Student
- Anders, namelijk...
- Wat is uw hoogst genoten opleiding?*
- Basisschool
- VMBO
- HAVO
- VWO
- MBO
- HBO
- WO
- Anders, namelijk...

Pagina 2

Internetervaring

De volgende vragen hebben betrekking op je ervaring met het internet.

Hoeveel gebruik je het internet per dag?

- Minder dan 1 uur per dag
- Tussen de 1 en 3 uur per dag
- Tussen de 3 en 5 uur per dag
- Tussen de 5 en 8 uur per dag
- Meer dan 8 uur per dag

Geef per sociale media account aan of je deze hebt? (ja/nee)

- Facebook
- LinkedIn
- Hyves
- Twitter
- YouTube
- Foursquare
- MSN
- MySpace

Kijk je wel eens op sociale media voor achtergrondinformatie over een bedrijf? (meerdere antwoorden mogelijk)

- Twitter
- Facebook
- LinkedIn
- Hyves
- Niet
- Anders, namelijk...

Pagina 3

Informatie zoeken over werkgever

Hoe verzamel je informatie over een werkgever als je een baan zou zoeken?

- Via vacatures in de krant
- Via vacatures op vacature websites → namelijk, ...
- Googlen
- Via sociale media → namelijk, ...
- Via reviews
- Via vrienden/bekenden
- Anders,...

Welke informatie over een werkgever is voor jou belangrijk? (schaal van heel onbelangrijk tot heel belangrijk)

- Informatie over het sollicitatietraject
- Informatie over de bedrijfscultuur (dresscode, werktijden)
- Informatie over de arbeidsvoorwaarden (salaris, auto, doorgroeimogelijkheden)
- Informatie over de werkvloer (lunch, locatie)
- Informatie over verantwoord ondernemen, duurzaamheid
- Feiten en cijfers van het bedrijf (jaarverslagen)
- Inside informatie van werknemers
- Afbeeldingen en video's (van de werkplek, werkomgeving)

Pagina 4

Testen construeren

Er volgen nu enkele items over je ervaringen met ex-werkgevers. Geef aan in hoeverre je het eens bent met de volgende stellingen op een schaal van 1 (helemaal mee oneens) tot 5 (helemaal mee eens). (20 items)

Ik zou een review schrijven over mijn werkgever, omdat

- ... ik anderen zou willen waarschuwen voor een slechte werkgever.
- ... ik zou willen voorkomen dat anderen dezelfde negatieve ervaringen hebben als ik.
- ... het leuk is te communiceren met mensen in een community door middel van reviews.
- ... een werkgever heel subjectief is en mensen het recht hebben meer te weten dan de standaard informatie over werkgevers.
- ... ik mijn tevredenheid over een bedrijf wil uiten.
- ... ik me graag inzet voor een goed imago van een bedrijf.
- ... het mij voldoening geeft om anderen te informeren over mijn ervaringen bij een werkgever.
- ... bedrijven alleen niet kunnen zorgen voor voldoende inzicht in de gang van zaken.
- ... ik mijn eigen positieve ervaringen met anderen willen delen.
- ... ik er behoefte aan heb mijn mening over mijn werkgever expliciet te verkondigen op een reviewsite.
- ... ik iets terug zou willen doen voor mijn werkgever.
- ... het uitwisselen van informatie op deze manier mij voldoening geeft.
- ... het mij voldoening geeft me op een platform te begeven om hier te discussiëren over werkgevers.
- ... ik mijn netwerk zo uit kan breiden.
- ... ik geloof dat bedrijven zich echt wat aantrekken van de reviews die over hen geschreven zijn.
- ... meerdere reviews over een werkgever samen meer invloed hebben dan een klacht van één individu.
- ... ik mijn tevredenheid over een goede werkgever wil laten blijken.
- ... ik mij een betere werknemer voel als ik een positieve review over mijn werkgever heb geschreven.

- ... ik boosheid graag van mij af schrijf.
- ... ik anderen de mogelijkheid wil geven voor de goede werkgever te kiezen.

Nieuwe pagina 5

Testen constructen (vervolg)

Er volgen nu enkele items waarin gevraagd wordt onder welke omstandigheden je een review zou schrijven. Geef aan in hoeverre je de volgende stellingen belangrijk vindt (van heel onbelangrijk tot heel belangrijk) (8 items)

- Als een bedrijf mij benadeeld heeft, wil ik hen hiermee benadelen.
- Een review schrijven zou mij helpen mijn frustraties over mijn slechte werkervaring te verminderen.
- Ik zou het prettig vinden om anderen te vertellen over een negatieve ervaring bij een werkgever.
- Het krijgen van een beloning maakt voor mij de drempel om een review te schrijven lager.
- Ik zou een beloning willen krijgen voor het schrijven van een review.
- Ik zou erkenning willen krijgen van anderen voor het schrijven van een review.
- Ik zou erkenning van mijn werkgever willen krijgen voor het schrijven van een review.
- Het kost niet veel tijd om een review achter te laten over je werkgever.
- Ik zou een review schrijven als mijn werkgever achter het idee staat.
- Ik zou een review schrijven wanneer dit anoniem mogelijk is, zodat er geen consequenties aan zitten.
- Een review schrijven over mijn werkgever moet anoniem mogelijk zijn.

Pagina 6

Intentie (3 vragen)

Geef bij onderstaande items aan welke intentie je hebt om dit te doen in de verschillende tijdsbestekken.

Hoeveel tijd heb je ervoor over om een review te schrijven? (in schalen: 0-5 minuten, 5-10 minuten, 10-15 minuten, meer dan 15 minuten)

Welke belemmeringen zou je ervaren om een review over je werkgever te schrijven?

-Geen

-Anonimiteit

-Weet niet wat ik moet schrijven

-Wil niet dat het invloed heeft op een toekomstige baan

-Anders, namelijk..

Hoe vaak heb je een review geschreven over een werkgever? (in schalen: nog nooit, 1-2 keer, 3-4 keer, 5-7 keer, meer dan 7 keer) (in de afgelopen 4 weken, 12 maanden)

Heb je de intentie om een review te schrijven over je werkgever? (ja/nee) (in de komende 4 weken, 12 maanden)

→ Bij ja mensen door verwijzen naar site, bij nee niet doorverwijzen

Pagina 7

Dit is het einde van de vragenlijst, nogmaals hartelijk dank voor je medewerking.

Mocht je kans willen maken op een van de kledingbonnen en/of een samenvatting van de resultaten willen ontvangen, laat dan je emailadres hier achter:...

Klik op submit om de vragenlijst te versturen!

Pagina 8

Vragenlijst verstuurd!

Ben je nu enthousiast geworden over het idee van een reviewsite over werkgevers en wil je meteen de daad bij het woord voegen en een review achter laten: kijk dan eens op <http://www.360inc.nl/?cid=IVI> en laat je ongezouten mening achter of check jouw werkgever eens!

Appendix B Primes

B1. Anonymous condition

News message (in Dutch)

Zelfs de gemeente website is niet meer betrouwbaar

Snekermond, 20 november 2011. De Nederlandse overheid is verbijsterd na een bericht uit Gelderland, waar de gemeente website gehackt is en adressen en telefoonnummers van alle bewoners op straat kwamen te liggen. Een groep Hells Angels kwam hier snel achter en zijn bij tientallen mensen in de gemeente Snekermond langs geweest om geld en sieraden op te eisen. Een paar mensen moesten in shocktoestand opgenomen worden in ziekenhuis Slingeland, naar omstandigheden gaat het goed met hen.

Hoe kon het gebeuren dat deze gemeente website gehackt is en dat hier een criminele bende van op de hoogte is gebracht? De gemeente en provincie zijn in alle staten en zeggen 'per direct een onafhankelijk onderzoek in te stellen naar deze catastrofe'. Bewoners zijn beduusd, een 63-jarige vrouw, die in shocktoestand naar het plaatselijke gezondheidscentrum is gebracht, vertelt: "Ik woon hier al mijn hele leven en ineens stonden er drie mannen voor mijn deur die mijn naam noemden, wisten hoeveel mensen hier wonen en eisten al mijn geld en sieraden op." De burgermeester van Snekermond reageert op de regionale tv: "Ik heb geen woorden voor de gebeurtenissen die hebben plaats gevonden afgelopen nacht. Het is zeer spijtig dat de website gehackt is en we zullen zo spoedig mogelijk een onafhankelijk onderzoek instellen om dit in de toekomst te voorkomen. Mijn steun gaat uit naar de beroofde bewoners, wij zullen u allen uiteraard tegemoet komen hierin."

Het gebeurt de laatste tijd vaker dat sites gehackt worden en er niet op een discrete manier met vertrouwelijke informatie omgegaan wordt. Prof. Dr. Putman van de Technische Universiteit Eindhoven is gespecialiseerd in beveiliging van websites en uit zijn kritiek: "Het is een eenvoudig klusje om sites goed te beveiligen en we hebben dit al meerdere malen aangekondigd bij de overheid.

Hopelijk leidt dit nare incident ertoe dat er nu eindelijk actie ondernomen wordt, want als zelfs de gemeente website al niet meer betrouwbaar is voor burgers... "

B2. Non-anonymous condition

News message (in Dutch)

Een nieuw beveiligingssysteem voor gemeentelijke websites: primeur in Snekermond

Snekermond, 20 november 2011. Na vele berichten over gehackte sites en gegevens van bewoners die op straat komen te liggen, komt de gemeente Snekermond met een primeur: een nieuw en verbeterd beveiligingssysteem welke ontwikkeld is in samenwerking met wetenschappers van de Technische Universiteit Eindhoven en professionele hackers.

De gemeente is enkele maanden geleden al begonnen met het ontwikkelen van dit systeem. Prof. Dr. Putman van de Technische Universiteit Eindhoven: "We werden benaderd door de gemeente en vonden het meteen een uitdaging om een nieuw beveiligingssysteem te ontwikkelen in tijden waarin burgers het vertrouwen in online privacy verliezen." Een van de betrokken hackers, Erik A. zegt: "Er zijn zoveel mogelijkheden om sites goed te beveiligen. Het was een eer om met mensen uit verschillende disciplines samen te werken en het resultaat mag er zijn: deze site is niet te hacken. Ik zou willen dat meer gemeenten en andere overheidsinstellingen hieraan meedoen, veiligheid en privacy van de burgers moeten toch bovenaan staan!" Het systeem gaat vanaf 1 januari 2012 in werking en voor meer technische achtergrond informatie kunt u naar de site gaan:

www.gemeentesnekermond.nl. De minister president Rutte reageerde ook enthousiast: "Het is uitermate positief te horen dat gemeenten hier ook op letten. Ik heb goede verhalen gehoord over de beveiliging en het team hierachter en overweeg ook zeker om dit op grotere schaal ter uitvoering te brengen. Bescherming van vertrouwelijke informatie van burgers staat immers centraal."

B3. Concern for others

News message (in Dutch)

Ontwikkelingshulp – samenleven doe je niet alleen

Den Haag, 20 november 2011. Het kabinet heeft besloten dat Nederland deze kabinetsperiode hoe dan ook vasthoudt aan het percentage van 0,7 procent van het bruto nationaal product voor ontwikkelingssamenwerking. Een unaniem besluit van onze Tweede Kamer.

Het onderwerp ‘ontwikkelingshulp’ heeft het afgelopen jaar veel in de schijnwerpers gestaan. Minister president Rutte licht toe: “In een individualistische maatschappij als die van Nederland is het van groot belang om ook aan de minder bedeelden in de wereld te denken. Ontwikkelingssamenwerking is bij uitstek het middel om onze kennis en welvaart te delen met die delen van de wereld waar dit hard nodig is. Ontwikkelingshulp is een morele plicht van Nederland die we niet moeten verzaken en waar we niet op mogen bezuinigen.”

Er is veel kritiek op ontwikkelingshulp: in tijden van economische recessie moeten we toch eerst aan onszelf denken? Helemaal omdat het met ontwikkelingshulp altijd maar de vraag is in hoeverre het echt helpt. Maar zelfs PVV leider Wilders is overstag: “We hebben hierover uitvoerig gesproken en we willen hiermee een signaal afgeven aan de rest van de wereld: samenleven doen we niet alleen SAMEN in Nederland, maar internationaal. Net als met alle hulp is het lastig te bepalen wat de directe winst zal zijn, maar zeker is dat we hiermee ook in mindere tijden klaar staan voor landen die dat nodig hebben. Dat is de boodschap die we uit willen dragen naar een steeds meer individualistische maatschappij.” Ook D66 leider Pechtold is content met dit besluit: “Alle partijen hebben ingestemd om de ontwikkelingshulp door te laten gaan, dit is een pluimpje waard voor dit kabinet.”

B4. Non-concern for others

News message (in Dutch)

Economische crisis: stoppen met ontwikkelingshulp

Den Haag, 20 november 2011. Afgelopen week zijn alle partijen overstag gegaan en is het kabinet tot een unaniem besluit gekomen: eerst de eigen begroting op orde brengen en pas daarna weer verder gaan met ontwikkelingssamenwerking.

Verzaakt Nederland nu niet haar morele plicht? Minister president Rutte licht toe: “Er woedt op dit moment een ernstige economische crisis. Niet alleen Nederland, maar ook Europa en andere delen van de wereld hebben hier last van. We hebben gezien hoe de situatie in Griekenland er op dit moment aan toe is en als we niet oppassen kan het ook die kant opgaan met Spanje en Italië. Daarom is het van groot belang om eerst onze eigen begroting op orde te stellen. Om dit te doen zullen we op verschillende zaken moeten bezuinigen, één van die zaken is de ontwikkelingssamenwerking.” Geert Wilders van de PVV roept het al langere tijd: “er moet bezuinigd worden op ontwikkelingssamenwerking” en staat dan ook met een grote grimas achter Rutte.

Een unaniem besluit was het, want zelfs de oppositie staat achter dit besluit. Pechtold (D66): “Omdat de economische situatie als ernstig kan worden bestempeld voor een welvarend land als Nederland, zijn de andere partijen ook van mening dat we moeten bezuinigen op ontwikkelingshulp. We kunnen nou eenmaal niet altijd de moraalridder uithangen, iemand anders mag deze taak nu een keer op zich nemen.”

Prettig om te weten voor de burgers van Nederland: we gaan eerst de eigen begroting op orde stellen dus hoeven ons geen zorgen te maken over Griekse taferelen in ons kikkerlandje.

Appendix C Homepage manipulations

C1. Anonymity

360inc

helder beeld van werkgevers

Plaats anoniem je review!

[Plaats jouw review!](#)
[Voeg een bedrijf toe](#)

Op 360inc vind je inside information van werknemers en sollicitanten en kun je anoniem je mening geven over jouw werkgever. Ook bundelen we informatie uit social media. Zo krijg je een helder beeld van wat er online te vinden is over werkgevers en profiteer je optimaal van elkaars ervaring!

Uitgelicht

Meer dan 30 vakantiedagen

[Phillips](#)
[Accon](#)
[Ernst & Young](#)
[Holland Van Gijzen](#)
[Trace](#)

Beste lunches

[Boekel de Nerée](#)
[Conclusion](#)
[Ad rem](#)
[FrieslandCampina](#)
[Hyves](#)

Leukste bedrijfsuitjes

[KLM](#)
[Batenburg Beheer N.V.](#)
[VNU Media](#)
[Hogeschool Arnhem Niimegen](#)
[Menzis](#)

Binnenkijken bij

Ministerie van Economische Zaken

Nieuwe bedrijven

[Porter Novelli](#)
[Amsta](#)
[Hunter Select](#)
[Hays](#)
[De Sleutels](#)

Nieuwe reviews

Kenneth Smit Training

Teamwork Dresscode Diversiteit

Anoniempje77

Graaicultuur bij de directie; bespaar jezelf een heleboel ellende door met deze club niet in zee te g ...

[Reageren](#) [Delen](#) 31-10-2011

De Brauw Blackstone Westbroek

Lunch Werktijden Collega's

Flowerpower

Het gebouw - The Rock - is ontworpen door architect Eric van Egeraat (zie zijn website), en is pracht ...

[Reageren](#) [Delen](#) 27-10-2011

Klant Contact Services

Outfit Procedure Gesprek

Sollicitant81

Belachelijk hoge eisen bij een sollicitatie, bij een slecht betaalde functie.

[Reageren](#) [Delen](#) 26-10-2011

Gegarandeerd anoniem!
Klik hier om je aan te melden.



Jouw ervaring telt

Plaats nu anoniem je review

Vacatures bij


[Fugro](#)
[Iduet](#)
[Page Personnel](#)
[Boehringer Ingelheim](#)
[Amsterdam Rai](#)

**Anonimiteitsgarantie:**

Jouw anonimiteit wordt bij ons voor 100% gegarandeerd! Wacht dus niet langer en laat nu je review over een werkgever achter.

Follow us

Feedback

Powered by Telegraaf Media Groep 2011 [Gebruiksvoorwaarden](#) [Privacyverklaring](#) [Bedrijf toevoegen](#) [Over ons](#) [Tip de redactie](#) [Bedrijfsprofiel beheren](#)    

C2. Non anonymity

360⁺inc

helder beeld van werkgevers

Plaats een review en maak jouw mening duidelijk!

[Plaats jouw review!](#)
[Voeg een bedrijf toe](#)

Zoek A-Z -- Kies branche -- -- Kies provincie -- Toon

Op 360inc vind je inside information van werknemers en sollicitanten en kun je anoniem je mening geven over jouw werkgever. Ook bundelen we informatie uit social media. Zo krijg je een helder beeld van wat er online te vinden is over werkgevers en profiteer je optimaal van elkaars ervaring!

Uitgelicht

Meer dan 30 vakantiedagen

[Philips](#)
[Accon](#)
[Ernst & Young](#)
[Holland Van Gijzen](#)
[Trace](#)

Beste lunches

[Boekel de Nerée](#)
[Conclusion](#)
[Ad rem](#)
[FrieslandCampina](#)
[Hyves](#)

Leukste bedrijfsuitjes

[KLM](#)
[Batenburg Beheer N.V.](#)
[VNU Media](#)
[Hogeschool Arnhem Nijmegen](#)
[Menzis](#)

Binnenkijken bij



Ministerie van Economische Zaken

Nieuwe bedrijven

[Porter Novelli](#)
[Amsta](#)
[Hunter Select](#)
[Hays](#)
[De Sleutels](#)

Nieuwe reviews

Vice Versa

Gereviewd door: Inge Putman
Manager Universiteit Twente



Review: ☹️
De cultuur bij Vice Versa was voor mij reden om dit bedrijf te verlaten. Er heerste een ellenbogencultuur waardoor ik mij vaak onprettig voelde.

[Reageren](#) [Delen](#) 27-10-2011

Apple inc.

Gereviewd door: Bob Jansma
Technicus



Review: 👍
De lunch is prima. Niet alleen een bruine boterham met kaas, maar ook lekkere salades, soep en fruit. De sfeer is professioneel, maar ook gezellig. De werktijden zijn redelijk vast, maar dat is voor recruiters ook wel logisch, omdat ze veel tijdens kantooruren bereikbaar moeten zijn.

[Reageren](#) [Delen](#) 26-10-2011

Studentenwerk

Gereviewd door: Mandy de Haak
Accountmanager



Review: 👍
Onderhandelen is mogelijk. Natuurlijk wil iedereen wel een auto van de zaak een telefoon en laptop. Dit moet echter wel bij de functie passen. helaas hier niet het geval... Gelukkig maken andere zaken dit weer goed!

[Reageren](#) [Delen](#) 20-10-2011



Jouw ervaring telt

Plaats nu je review

Vacatures bij

[Fugro](#)
[Iduet](#)
[Page Personnel](#)
[Boehringer Ingelheim](#)
[Amsterdam Rai](#)

Top 3 meest gelezen reviews

1. Philips - door oud-directeur Marcel Verhoeven
2. Google - door oud-werknemer Sanne Jansen
3. Sony - door werknemer Luuk Peters

Laat je mening horen en laat ook jouw review achter!

Powered by Telegraaf Media Groep 2011 [Gebruiksvoorwaarden](#) [Privacyverklaring](#) [Bedrijf toevoegen](#) [Over ons](#) [Tip de redactie](#) [Bedrijfsprofiel beheren](#)    

C3. Concern for others



helder beeld van werkgevers

Plaats een review & help anderen de ideale werkgever te kiezen!

[Plaats jouw review!](#)

[Voeg een bedrijf toe](#)

Op 360inc vind je inside information van werknemers en sollicitanten en kun je anoniem je mening geven over jouw werkgever. Ook bundelen we informatie uit social media. Zo krijg je een helder beeld van wat er online te vinden is over werkgevers en profiteer je optimaal van elkaars ervaring!

Uitgelicht

Meer dan 30 vakantiedagen

[Philips](#)
[Accon](#)
[Ernst & Young](#)
[Holland Van Gijzen](#)
[Trace](#)

Beste lunches

[Boekel de Nerée](#)
[Conclusion](#)
[Ad rem](#)
[FrieslandCampina](#)
[Hyves](#)

Leukste bedrijfsuitjes

[KLM](#)
[Batenburg Beheer N.V.](#)
[VNU Media](#)
[Hogeschool Arnhem Nijmegen](#)
[Menzis](#)

Binnenkijken bij



Ministerie van Economische Zaken

Nieuwe bedrijven

[Porter Novelli](#)
[Amsta](#)
[Hunter Select](#)
[Hays](#)
[De Sleutels](#)

Nieuwe reviews

Kenneth Smit Training

Teamwork

Dresscode

Diversiteit

Overig

Graaicultuur bij de directie; bespaar jezelf een heleboel ellende door met deze club niet in zee te g ... [Lees meer](#)

[Reageren](#) [Delen](#) 31-10-2011

De Brauw Blackstone Westbroek

Lunch

Werktijden

Collega's

Werknemer

Het gebouw - The Rock - is ontworpen door architect Eric van Egeraat (zie zijn website), en is pracht ...

[Reageren](#) [Delen](#) 27-10-2011

Klant Contact Services

Outfit

Procedure

Gesprek

Oud-werknemer

Belachelijk hoge eisen bij een sollicitatie, bij een slecht betaalde functie.

[Reageren](#) [Delen](#) 26-10-2011

Deel je ervaring en help elkaar!

360inc bundelt informatie over werkgevers. Niet alleen standaard info vanuit het bedrijf, maar ook (en juist) inside information. Schrijf je review(s) op 360inc help elkaar zo de juiste keuze te maken!

Jouw ervaring telt

Plaats nu je review en help anderen de ideale werkgever te kiezen

Vacatures bij

[Fugro](#)
[Iduet](#)
[Page Personnel](#)
[Boehringer Ingelheim](#)
[Amsterdam Rai](#)

Poll: vind jij de reviews over werkgevers nuttig?

Ja, dit helpt mij erg

87% (5 stemmen)

Nee, voor mij heeft dit geen toegevoegde waarde

13% (5 stemmen)

Reactie werknemer:

"Door de reviews over bedrijf 'Vice Versa' wist ik meteen dat deze bedrijfscultuur bij mij zou passen... ik kan mij nu al 3 maanden een heel contente werknemer van bedrijf 'Vice Versa' noemen!"

Powered by Telegraaf Media Groep 2011 [Gebruiksvoorwaarden](#) [Privacyverklaring](#) [Bedrijf toevoegen](#) [Over ons](#) [Tip de redactie](#) [Bedrijfsprofiel beheren](#)

[t](#) [f](#) [in](#) [H](#)

C4. Non Concern for others

360⁺inc

helder beeld van werkgevers

Plaats een review!

Plaats jouw review!

Voeg een bedrijf toe

Home Zoek een bedrijf Zoek A-Z -- Kies branche -- -- Kies provincie -- Toon

Op 360inc vind je inside information van werknemers en sollicitanten en kun je anoniem je mening geven over jouw werkgever. Ook bundelen we informatie uit social media. Zo krijg je een helder beeld van wat er online te vinden is over werkgevers en profiteer je optimaal van elkaars ervaring!

Uitgelicht

Meer dan 30 vakantiedagen

[Philips](#)
[Accon](#)
[Ernst & Young](#)
[Holland Van Giizen](#)
[Trace](#)

Beste lunches

[Boekel de Nerée](#)
[Conclusion](#)
[Ad rem](#)
[FrieslandCampina](#)
[Hyves](#)

Leukste bedrijfsuitjes

[KLM](#)
[Batenburg Beheer N.V.](#)
[VNU Media](#)
[Hogeschool Arnhem Nijmegen](#)
[Menzis](#)

Binnenkijken bij



Ministerie van Economische Zaken

Nieuwe bedrijven

[Porter Novelli](#)
[Amsta](#)
[Hunter Select](#)
[Hays](#)
[De Sleutels](#)

Nieuwe reviews

Kenneth Smit Training

Teamwork

Dresscode

Diversiteit

Overig

Graaicultuur bij de directie; bespaar jezelf een heleboel ellende door met deze club niet in zee te g ... [Lees meer](#)

[Reageren](#) [Delen](#) 31-10-2011

De Brauw Blackstone Westbroek

Lunch

Werktijden

Collega's

Werknemer

Het gebouw - The Rock - is ontworpen door architect Eric van Egeraat (zie zijn website), en is pracht ...

[Reageren](#) [Delen](#) 27-10-2011

Klant Contact Services

Outfit

Procedure

Gesprek

Oud-werknemer

Belachelijk hoge eisen bij een sollicitatie, bij een slecht betaalde functie.

[Reageren](#) [Delen](#) 26-10-2011

StudentenWerk

Gesprek

Procedure

Outfit

Sollicitant

Solliciteren was prima en ging snel. Maar toen ik na een jaar werken van baan verwisselde kon ik fluit ...

[Reageren](#) [Delen](#) 21-10-2011



Jouw ervaring telt

Plaats nu je review

Vacatures bij

[Fugro](#)
[Iduet](#)
[Page Personnel](#)
[Boehringer Ingelheim](#)
[Amsterdam Rai](#)

Reactie werknemer:

"Wat een prettig idee dat er een site is waar ik kan vertellen over mijn ervaringen met (ex)-werkgevers. Het lucht ontzettend op!"

Wil jij ook je ei kwijt kunnen over je werkgever?

Laat dan nu je review achter!

Powered by Telegraaf Media Groep 2011 [Gebruiksvoorwaarden](#) [Privacyverklaring](#) [Bedrijf toevoegen](#) [Over ons](#) [Tip de redactie](#) [Bedrijfsprofiel beheren](#)    

Follow us Feedback

Appendix D Study 2 questionnaire (in Dutch)

Inleidend verhaal

Beste respondent,

Dankjewel dat je wilt deelnemen aan dit experiment. Het wordt uitgevoerd namens de Universiteit Twente en je helpt ons hier enorm mee.

Je krijgt zo een nieuwsbericht te zien en een website, over beiden zal je wat vragen gepresenteerd krijgen. In totaal zal het onderzoek hooguit 15 minuten duren. Je anonimiteit wordt gewaarborgd en er zijn geen goede of foute antwoorden, we zijn alleen geïnteresseerd in *jouw* mening.

Na afloop van het onderzoek is er de mogelijkheid je e-mailadres achter te laten wanneer je interesse hebt in de resultaten en doelen van het onderzoek.

Vriendelijke groet,

Inge Jentink
Onderzoeksleider

UNIVERSITEIT TWENTE.

Deel 1

In het eerste gedeelte van het experiment zul je een nieuwsbericht te lezen krijgen. Lees dit goed, achteraf krijg je er wat vragen over. Voordat we overgaan naar het nieuwsbericht vragen we je het eerste getal hieronder aan te vinken en op verder te klikken:

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

Respondent krijgt 8 getallen te zien, welke per respondent random verspringen, dus de ene keer staat 1 boven aan, de andere keer 3 en weer een andere keer 4 etc.. gevraagd wordt dus de bovenste optie aan te vinken en op verder te klikken, waardoor mensen ECHT random aan condities worden toegewezen.

respondent wordt toegewezen aan 1 van de 8 condities!

Respondent ziet een van de vier primes

Na het zien van de prime een algemene manipulatie check

MANIPULATIE CHECK PRIME (afhankelijk van welke prime men gezien heeft) (5-punts Likert schaal van 1 (helemaal mee oneens) tot 5 (helemaal mee eens))

Concern for others

1. Ik vind het leuk om andere mensen te helpen. (+)
2. Ik vind het fijn om mijn eigen positieve ervaringen te delen met anderen. (+)
3. Ik voel geen behoefte om andere mensen te behoeden voor verkeerde keuzes. (-)
4. Dit nieuwsbericht doet mij beseffen dat het belangrijk is wat te doen voor je medemens. (+)
5. Ik help andere mensen alleen wanneer daar ook iets tegenover staat. (-)

Testen anonimiteit

1. Na het lezen van dit nieuwsbericht heb ik veel vertrouwen in gemeentelijke websites. (-)
2. Het beangstigt mij dat er steeds meer sites gehackt worden. (+)
3. Ik heb moeite om mijn persoonlijke gegevens te vermelden op websites in het algemeen. (+)
4. Ik vertrouw websites in het algemeen mijn persoonlijke gegevens toe zonder na te denken. (-)
5. Ik ben van mening dat het in je voordeel werkt om anoniem te blijven op websites. (+)

Deel II

Je bent nu aangekomen bij het tweede deel van het experiment. Je gaat een afbeelding zien van een homepage van een reviewsite. Dit is een site die informatie en reviews bundelt over werkgevers. Neem de site goed in je op, je krijgt hierna vragen over je houding ten aanzien van deze website.

MANIPULATIES

4 versies van de website:

1. Anonimiteit aanwezig
2. Anonimiteit niet aanwezig
3. Concern for others aanwezig
4. Concern for others niet aanwezig

Intentie controle

Je hebt net de homepage van een reviewsite over werkgevers bestudeerd. De volgende vragen hebben betrekking op je intentie om gebruik te maken van een dergelijke website. Geef aan in hoeverre je het eens bent met de volgende stellingen (van helemaal mee eens tot helemaal mee oneens):

1. Ik heb de intentie om op deze site of een soortgelijke site te gaan kijken als ik op zoek ben naar een nieuwe werkgever
2. Ik heb de intentie om hier binnen nu en 5 jaar zelf een review over een werkgever te plaatsen
3. Ik heb de intentie om hier binnen nu en 12 maanden zelf een review over een werkgever te plaatsen
4. Ik heb de intentie om hier binnen nu en 4 weken zelf een review over een werkgever te plaatsen

Manipulatiecheck website(5-punts Likert schaal van 1 (helemaal mee oneens) tot 5 (helemaal mee eens)) (wederom afhankelijk van welke gemanipuleerde homepage men gezien heeft)

De volgende stellingen hebben betrekking op je houding ten aanzien van de website. Geef aan in hoeverre je het eens bent met de stellingen op een schaal van 1=helemaal mee oneens tot 5=helemaal mee eens.

Concern for others

1. Ik zou anderen willen waarschuwen voor een slechte werkgever.(+)
2. Ik voel geen behoefte om anderen te behoeden voor een verkeerde keuze qua werkgever (-)
3. Ik zou mijn eigen positieve ervaringen met anderen willen delen. (+)
4. Ik zou anderen de mogelijkheid willen geven om voor de goede werkgever te kiezen.(+)
5. Mijn eerste indruk van deze website is positief. (+)
6. De website lijkt mij nuttig om andere mensen mee te helpen de ideale werkgever te vinden (+)
7. De uitstraling van de website is vlot en uitnodigend om te bekijken (+)
8. Ik vind het een morele plicht om andere mensen in het algemeen te helpen als dit in mijn macht ligt (+)

Testen anonimiteit

1. Ik zou een review schrijven als mijn werkgever achter het idee staat. (+)

2. Ik ben van mening dat reviews over werkgevers anoniem geschreven moeten worden. (+)
3. Ik zou een review achter willen laten over een (ex)-werkgever met naam en toenaam. (-)
4. Ik heb er vertrouwen in dat de anonimiteit op deze website voor mij gewaarborgd wordt. (+)
5. Mijn eerste indruk van deze website is positief. (+)
6. Reviews op deze website lijken mij niet betrouwbaar. (-)
7. De site geeft mij het gevoel goed om te zullen gaan met gegevens die ik eventueel achterlaat. (+)
8. Op deze website zou ik mijn review over een werkgever niet snel achterlaten. (-)

Deel III

Het derde deel van dit experiment bestaat uit een 56 vragen over je persoonlijkheid. Vul ze naar alle eerlijkheid in, voor het onderzoek is dit van belang. Er is geen goed of slecht antwoord.

Construct + vraagstelling	Items
Private SC <i>Vraag: Onderstaande items hebben betrekking op je persoonlijkheid. Er zijn geen goede of foute antwoorden. Geef zo waarheidsgetrouw mogelijk aan in hoeverre ze op jou van toepassing zijn, op een schaal van 1 (helemaal niet van toepassing) tot 5 (helemaal van toepassing).</i>	<ol style="list-style-type: none"> 1. Ik ben altijd bezig om mezelf te begrijpen. 2. Ik denk veel na over mezelf. 3. Ik droom vaak weg over mezelf. 4. Ik heb nog nooit met een kritische blik naar mezelf gekeken (-). 5. Over het algemeen geef ik aandacht aan mijn gevoelens. 6. Ik ben altijd aan het denken over het 'waarom' achter mijn gedrag. 7. Soms doe ik een stap terug (in mijn gedachten) om mezelf van een afstand te relativeren. 8. Ik ben me snel bewust van veranderingen in mijn stemming. 9. Ik weet hoe mijn verstand werkt als ik een probleem probeer op te lossen.
Public SC	<ol style="list-style-type: none"> 10. Ik denk altijd na over mijn manier van dingen doen. 11. Het is voor mij belangrijk hoe ik mijzelf presenteer naar anderen toe. 12. Ik ben bewust bezig met hoe ik eruit zie. 13. Over het algemeen maak ik me zorgen of ik wel een goede indruk achterlaat. 14. Voordat ik wegga van huis, check ik even hoe ik eruit zie. 15. Ik ben vaak bezig met wat andere mensen van mij denken. 16. Ik ben me over het algemeen bewust van mijn verschijning.
Big Five <i>Vraag: Geef aan in hoeverre jij je kan vinden in de volgende persoonskenmerken, op een schaal van 1 (helemaal mee oneens) tot 5 (helemaal mee eens).</i>	<i>Ik ben iemand die...</i> <ol style="list-style-type: none"> 17. Zich snel zorgen maakt (N) 18. Makkelijk nerveus wordt. (N) 19. Kalm blijft in gevoelige situaties. (N, recoded)

<p><i>lemaal mee eens).</i></p>	<p>20. Graag praat. (E)</p> <p>21. Sociaal is. (E)</p> <p>22. Bescheiden is. (E, recoded)</p> <p>23. Origineel is, met nieuwe ideeën komt. (O)</p> <p>24. Waardering heeft voor artistieke en esthetische ervaringen.(O)</p> <p>25. Een levendige verbeelding heeft. (O)</p> <p>26. Soms onbeschoft is tegen anderen. (A, recoded)</p> <p>27. Vergevingsgezind is. (A)</p> <p>28. Zorgzaam is en aardig tegen bijna iedereen. (A)</p> <p>29. Grondig werk verricht. (C)</p> <p>30. De neiging heeft lui te zijn. (C, recoded)</p> <p>31. Dingen efficiënt doet. (C)</p>
<p>Serieusheid review schrijven (5 punts likert scale, helemaal mee oneens tot helemaal mee eens)</p> <p><i>Vraag: Onderstaande items hebben betrekking op hoe reviews schrijven over werkgevers. Geef aan in hoeverre ze op jou van toepassing zijn, op een schaal van 1 (helemaal mee oneens) tot 5 (helemaal mee eens).</i></p> <p>Items 50 t/m 55 vormen het construct 'self enhancement'</p>	<p>41. Als ik een review zou schrijven over een (ex)werkgever, zou ik dit serieus nemen.</p> <p>42. Ik vind kwaliteit belangrijker dan kwantiteit.</p> <p>43. Het ligt in mijn aard om voor de grap een review te schrijven en hiermee een werkgever benadelen.</p> <p>44. Ik zou een review schrijven over een (ex)werkgever wanneer mij dit door een vriend of andere bekende gevraagd wordt.</p> <p>45. Ik zou er de tijd voor nemen een waarheidsgetrouwe review te schrijven.</p> <p>46. Ik ben me bewust van de impact die mijn review zou kunnen hebben op een (ex) werkgever.</p> <p>47. Reviews over werkgevers zie ik als waardevolle informatie voor werkzoekenden.</p> <p>48. Betrouwbaarheid van reviews over werkgevers trek ik niet in twijfel.</p> <p>49. Hoe meer aannemelijke argumenten aangevoerd worden in een review hoe betrouwbaarder deze zou worden voor mij.</p> <p>50. Mijn contributies op een reviewsite zouden anderen kunnen laten zien dat ik een slimme werknemer ben.</p> <p>51. Ik wil mijn tevredenheid over een goede werkgever laten blijken via een review.</p> <p>52. Ik zou anderen willen vertellen over mijn leuke baan bij mijn (ex-)werkgever, maar niet door middel van een review. (-)</p> <p>53. Ik zou het prettig vinden om anderen te vertellen over zowel negatieve als positieve ervaringen bij een (ex-)werkgever.</p> <p>54. Wanneer een bedrijf mij benadeeld heeft, wil ik hen ook benadelen.</p> <p>55. Het voelt goed anderen te vertellen hoe prettig een werkgever is.</p>

Deel IV: Achtergrondvariabelen

Dit is het laatste gedeelte van de vragenlijst. De volgende vragen hebben betrekking op wat demografische gegevens en ervaringen met reviews schrijven.

Geslacht? M/V

Leeftijd? (open vraag!)

In welke sector ben je werkzaam?

- Bouw/Vastgoed
- Consultancy
- Farmacie
- Financiële dienstverlening
- IT/Telecom
- Industrie/Chemie
- Juridische dienstverlening
- Logistiek/Transpor
- Media/Communicatie
- Non profit
- Overheid
- Recruitment
- Retail/FMCG
- Technologie
- Verkeer/Toerisme
- Wetenschap/Onderwijs
- Zakelijke Dienstverlening
- Zorg
- Student
- Anders, namelijk...

Wat is je hoogst genoten opleiding?

- Basisschool
- VMBO
- HAVO
- VWO
- MBO
- HBO
- WO
- Anders, namelijk...

Waar ben je op dit moment woonachtig? (NIET VERPLICHT)

Waar ben je geboren? (NIET VERPLICHT)

Hoeveel uur zit je op een dag achter internet (privé)?

- Minder dan 1 uur per dag
- Tussen de 1 en 3 uur per dag
- Tussen de 3 en 5 uur per dag
- Tussen de 5 en 8 uur per dag
- Meer dan 8 uur per dag

Hoeveel uur zit je op een dag achter internet (zakelijk of voor je studie)?

- Minder dan 1 uur per dag
- Tussen de 1 en 3 uur per dag
- Tussen de 3 en 5 uur per dag
- Tussen de 5 en 8 uur per dag
- Meer dan 8 uur per dag

Heb je ooit wel eens een review over iets geschreven?

Ja/nee (Bij nee door verwijzen naar 'was je al bekend met 360inc')

Hoe vaak schrijf je een review?

- 1x gedaan
- 2-5 keer gedaan
- 6-10 keer gedaan
- >10x

-Anders, namelijk...

Waarover schrijf je wel eens reviews? (meerdere antwoorden mogelijk)

-Producten als laptop, telefoon en/of andere technische hoogstandjes

-Restaurants

-Vakanties (hotels)

-Werkgevers

-Kleding

-Dagelijkse producten als shampoo, etenswaar, servies, meubels

-Anders, namelijk:

Was je al bekend met de website 360inc.nl?

Ja/Nee

Zo ja (routing aanpassen!!): hoe ben je ermee bekend geraakt? (radiospot/internet/krant..)

Heb je wel eens reviews over werkgevers gelezen? Ja/Nee

Zo ja, (routing aanpassen!!): waar lees je deze reviews en ervaar je deze als nuttig? (open vraag..)

Wat zouden voor jou de belangrijkste belemmeringen bij het schrijven van een review over een (ex)-werkgever? (kies er 3 uit):

-Geen

-Bang dat anonimiteit niet gewaarborgd wordt

-Wil niet dat invloed heeft op mijn huidige baan

-Wil niet dat het invloed heeft op mijn toekomstige baan

-Weet niet wat ik zou kunnen schrijven

-Voor mij persoonlijk weinig toegevoegde waarde

Wat zou voor jou de belangrijkste reden zijn om een review over een werkgever te schrijven?

-Ik heb die intentie niet dus kan ook geen reden bedenken

-Om anderen mensen te helpen een geschikte werkgever te vinden

-Om anoniem mijn mening te kunnen geven over een werkgever

-Om te laten zien hoe tevreden ik ben over een werkgever

-Om mijn kritiek te kunnen uiten over een werkgever

-Voor een vergoeding zou ik een review schrijven

-Anders, namelijk:

Heb je tenslotte nog tips/opmerkingen/vragen over de website die je gezien hebt? We stellen feedback zeer op prijs: (open/vrijwillige vraag!!)....

EINDE EXPERIMENT

Hartelijk dank voor je medewerking! Je kunt hieronder je e-mailadres achterlaten wanneer je interesse hebt in de resultaten van het onderzoek.

*respondenten doorlinken naar www.360inc.nl *

Appendix E Mean scores main effects per condition study 2a

Table E1 Main effect on DV: 'I have the intention look at this, or this kind of, site when looking for a new employer'

<i>Primes</i>	<i>Website</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Anonymity prime	Anonymity manipulation	1	26	2.27	1.12	No significant differences in groups concerning primes and manipulations Primes: $F=0.28$ (DF=1), $p=0.37$ (ns) Website: $F=0.41$ (DF=1), $p=0.52$ (ns)
		2	15	2.87	1.19	
	Non anonymity manipulation	1	16	2.81	1.17	
		2	11	3.36	1.11	
Non anonymity prime	Anonymity manipulation	1	17	2.35	1.41	
		2	19	3.16	1.21	
	Non anonymity manipulation	1	19	2.42	1.17	
		2	10	2.60	1.17	

Table E2 Main effect on DV: 'I have the intention to write a review myself about an employer within 5 years'

<i>Primes</i>	<i>Website</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Anonymity prime	Anonymity manipulation	1	26	1.81	0.85	No significant differences in groups concerning primes and manipulations Primes: $F=1.32$ (DF=1), $p=0.25$ (ns) Website: $F=0.16$ (DF=1), $p=0.69$ (ns)
		2	15	2.47	0.83	
	Non anonymity manipulation	1	16	1.81	0.75	
		2	11	2.73	0.65	
Non anonymity prime	Anonymity manipulation	1	17	1.65	0.86	
		2	19	2.42	0.96	
	Non anonymity manipulation	1	19	1.95	0.71	
		2	10	2.10	1.10	

Table E3 Main effect on DV: 'I have the intention to write a review myself about an employer within 12 months'

<i>Primes</i>	<i>Website</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Anonymity prime	Anonymity manipulation	1	26	1.58	0.76	No significant differences in groups concerning primes and manipulations Primes: $F=0.01$ (DF=1), $p=0.95$ (ns) Website: $F=0.63$ (DF=1), $p=0.43$ (ns)
		2	15	2.13	0.64	
	Non anonymity manipulation	1	16	1.63	0.62	
		2	11	2.36	0.67	
Non anonymity prime	Anonymity manipulation	1	17	1.53	0.62	
		2	19	2.26	0.99	
	Non anonymity manipulation	1	19	1.84	0.60	
		2	10	2.10	0.99	

Table E4 Main effect on DV: 'I have the intention to write a review myself about an employer within 4 weeks'

<i>Primes</i>	<i>Website</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Anonymity prime	Anonymity	1	26	1.35	0.56	No significant differences in groups

Non anonymity prime	manipulation	2	15	1.87	0.52	concerning primes and manipulations Primes: $F=0.02(DF=1)$, $p=0.88$ (ns) Website: $F=0.12(DF=1)$, $p=0.73$ (ns)
	Non anonymity	1	16	1.44	0.51	
	manipulation	2	11	1.91	0.70	
	Anonymity	1	17	1.35	0.61	
	manipulation	2	19	1.95	0.78	
	Non anonymity	1	19	1.42	0.51	
	manipulation	2	10	1.90	0.74	

Table E5 Main effect self enhancement – with significant differences between groups

DV	Percentile Group of Self Enhancement	N	Mean	SD	DF	F	Significance	Partial eta squared
I have the intention to look at this, or this kind of, site when looking for a new employ- er	1	78	2.46	0.14	1	9.53	0.02*	0.05
	2	55	3.00	0.17	1			
I have the intention to write a review myself about an employer within 5 years	1	78	1.80	0.10	1	19.28	0.00*	0.12
	2	55	2.43	0.12	1			
I have the intention to write a review myself about an employer within 12 months	1	78	1.64	0.09	1	19.89	0.00*	0.13
	2	55	2.22	0.10	1			
I have the intention to write a review myself about an employer within 4 weeks	1	78	1.39	0.07	1	13.50	0.00*	0.15
	2	55	1.91	0.09	1			
Intention to write a review overall	1	78	1.61	0.07	1	23.22	0.00*	0.16
	2	55	2.18	0.09	1			

*Significant at $p < 0.05$

Appendix F Mean scores main effects per condition study 2b

Table F1 Main effect on DV: 'I have the intention look at this, or this kind of, site when looking for a new employer'

<i>Primes</i>	<i>Websites</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Concern for others prime	Concern for others manipulation	1	27	2.59	0.97	No significant differences in groups concerning primes and manipulations Primes: $F = 2.61$ (DF=1), $p = 0.11$ (ns) Website: $F = 1.53$ (DF=1), $p = 0.22$ (ns)
		2	17	3.29	1.11	
	Non concern for others manipulation	1	8	2.13	0.99	
		2	17	3.35	0.10	
Non concern for others prime	Concern for others manipulation	1	12	2.42	1.24	
		2	22	2.91	1.11	
	Non concern for others manipulation	1	15	2.13	1.27	
		2	12	2.85	1.24	

Table F2 Main effect on DV: 'I have the intention to write a review myself about an employer within 5 years'

<i>Primes</i>	<i>Websites</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Concern for others prime	Concern for others manipulation	1	27	1.96	0.71	No significant differences in groups concerning primes and manipulations Primes: $F = 2.25$ (DF=1), $p = 0.14$ (ns) Website: $F = 1.58$ (DF=1), $p = 0.21$ (ns)
		2	17	2.82	0.95	
	Non concern for others manipulation	1	8	1.87	0.64	
		2	17	2.59	1.00	
Non concern for others prime	Concern for others manipulation	1	12	1.83	0.94	
		2	22	2.55	1.18	
	Non concern for others manipulation	1	15	1.67	0.71	
		2	12	2.17	1.03	

Table F3 Main effect on DV: 'I have the intention to write a review myself about an employer within 12 months'

<i>Primes</i>	<i>Websites</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Concern for others prime	Concern for others manipulation	1	27	1.74	0.66	No significant differences in groups concerning primes and manipulations Primes: $F = 2.86$ (DF=1), $p = 0.09$ (ns) Website: $F = 1.25$ (DF=1), $p = 0.27$ (ns)
		2	17	2.53	0.72	
	Non concern for others manipulation	1	8	1.75	0.46	
		2	17	2.00	0.87	
Non concern for others prime	Concern for others manipulation	1	12	1.58	0.90	
		2	22	2.00	0.93	
	Non concern for others manipulation	1	15	1.53	0.52	
		2	12	1.92	0.99	

Table F4 Main effect on DV: 'I have the intention to write a review myself about an employer within 4 weeks'

<i>Primes</i>	<i>Websites</i>	<i>Group Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Significant differences between primes and the manipulated websites</i>
Concern for others prime	Concern for others manipulation	1	27	1.63	0.74	No significant differences in groups concerning primes and manipulations Primes: $F = 0.32$ (DF=1), $p = 0.57$ (ns) Website: $F = 1.39$ (DF=1), $p = 0.24$ (ns)
		2	17	1.88	0.60	
	Non concern for others manipulation	1	8	1.63	0.52	
		2	17	1.47	0.51	
Non concern for others prime	Concern for others manipulation	1	12	1.67	0.89	
		2	22	1.59	0.80	
	Non concern for others manipulation	1	15	1.47	0.52	
		2	12	1.58	0.90	

Table F5 Main effect self enhancement on the DV

<i>DV</i>	<i>Percentile Group of Self Enhancement</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>DF</i>	<i>F</i>	<i>Significance</i>
I have the intention to look at this, or this kind of, site when looking for a new employer	1	62	2.32	0.15	1	12.16	0.01*
	2	68	3.11	0.14	1		
I have the intention to write a review myself about an employer within 5 years	1	62	1.83	0.13	1	16.22	0.00*
	2	68	2.53	0.12	1		
I have the intention to write a review myself about an employer within 12 months	1	62	1.65	0.11	1	9.92	0.02*
	2	68	2.11	0.10	1		
I have the intention to write a review myself about an employer within 4 weeks	1	62	1.60	0.01	1	0.07	0.79
	2	68	1.63	0.09	1		
Intention to write a review overall	1	62	1.70	0.10	1	9.44	0.00*
	2	68	2.10	0.09	1		

*Significant at .05