

Content about the content?

A study into content on corporate career websites of Dutch hospital organizations

Master thesis of
M.H. Tissink

Graduation committee
Dr. A.D. Beldad
Dr. J.J. van Hoof

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Abstract

Purpose – This research presents what (potential) applicants consider important content on career websites of Dutch hospital organizations, what content hospital organizations consider important on their website and what content hospital organizations actually provide on their corporate career websites.

Methodology/approach – Two different studies were conducted. The data for the first study was collected by interviewing (potential) applicants and hospital organizations. A content analysis of the career websites of Dutch hospitals was performed in the second study.

Findings – Contents considered important by (potential) applicants are compensation, culture, identity, content about training and career development, targeted messages and information about different divisions in the hospital. Not all hospital organizations consider these content themes important. For them vacancies are the most important content, because some hospitals think that this is the most important information for the (potential) applicant. Other hospitals believe it is important to provide content about what it is like to work in the hospital. The content analysis showed that a lot of websites provide only a small part of the information considered important by (potential) applicants and hospital organizations. The content themes most provided were CAO, benefits, information about medical training and the hospital as an employer. Targeted information was mainly provided for volunteers and interns.

Research implications – Future research is encouraged to discover the influence of several factors on the content on career websites of hospitals. Also the degree of distinctiveness and attractiveness of the hospital organizations and the content that represents this on their corporate career website should be studied.

Practical implications – The results of this study confirm earlier studies on career websites that state that a paradigm shift should be made towards the understanding that (potential) applicants are consumers of recruitment information rather than only applicants that need to be screened.

Originality/value – A significant part of the study was based on clues retrieved from existing research. No research focused on the (importance of) content on the career websites of (Dutch) hospitals before.

Keywords - Employer branding, corporate career websites, content, Dutch hospitals, potential applicants

Dutch summary

Dit onderzoek bestudeert wat (potentiële) sollicitanten als belangrijke informatie beschouwen op wervingswebsites van Nederlandse ziekenhuisorganisaties. Ook is onderzocht wat deze ziekenhuisorganisaties belangrijke informatie vinden op wervingswebsites en welke informatie er op de wervingswebsites daadwerkelijk wordt aangeboden.

Er zijn twee studies uitgevoerd om dit te onderzoeken. De gegevens voor het eerste onderzoek zijn verzameld door middel van interviews met (potentiële) sollicitanten en ziekenhuisorganisaties. Een inhoudsanalyse van de wervingswebsites van Nederlandse ziekenhuizen is uitgevoerd in de tweede studie.

De onderzoeksresultaten laten zien dat de geïnterviewde (potentiële) sollicitanten informatie over compensatie, cultuur, identiteit, opleiding en loopbaanontwikkeling belangrijk vinden. Daarnaast hebben zij behoefte aan doelgroepgerichte inhoud op de websites en informatie over de verschillende afdelingen binnen het ziekenhuis. De meeste geïnterviewde ziekenhuisorganisaties vonden de vacatures de belangrijkste informatie op de wervingswebsite. Andere ziekenhuizen vonden het belangrijk om informatie aan te bieden over hoe het is om in het ziekenhuis te werken.

De inhoudsanalyse toonde aan dat veel wervingswebsites van Nederlandse ziekenhuizen slechts een deel van de informatie aanbieden die als belangrijk beschouwd wordt door (potentiële) sollicitanten en de ziekenhuisorganisaties. De onderwerpen waarover de meeste informatie werd verstrekt waren CAO, arbeidsvoorwaarden, informatie over medische opleidingen in het ziekenhuis en informatie over het ziekenhuis als werkgever. Doelgroepgerichte informatie was voornamelijk gericht aan vrijwilligers en stagiaires.

De resultaten van beide onderzoeken bevestigen uitkomsten van eerdere studies naar wervingswebsites, die aantoonden dat er een paradigmaverschuiving nodig is in de richting van het besef dat (potentiële) sollicitanten steeds meer moeten worden gezien als consumenten van wervingsinformatie, in plaats van alleen maar kandidaten die moeten worden gescreend.

Toekomstig onderzoek wordt aangemoedigd om de invloed van verschillende eigenschappen van het ziekenhuis op de inhoud van wervingswebsites te bekijken. Daarnaast is onderzoek nodig naar de mate van onderscheidend vermogen en de aantrekkelijkheid van ziekenhuisorganisaties als werkgever en de inhoud die dit vertegenwoordigt op hun wervingswebsite.

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I hope you enjoy reading this article!

Annemieke Tissink
Zwolle, September 2012

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1. Introduction

The Dutch healthcare sector is facing enormous challenges. One very important challenge is the aging of the (working) population, which ensures that the workforce is decreasing over time. Although medical technology decreases the hospitalization of the patient, aging of the staff will further increase the demand for care and thus the demand for more staff at the bedside. According to recent studies, when no actions will be taken, in 2025 a deficit of 450,000 workers in healthcare in the Netherlands is expected (Ruis, Verhoeven & Van der Hauw, 2012; Zorginnovatieplatform, 2009). Ultimately this causes a tightening of the labor market where the supply of the staff is lower than the number of vacancies available.

Within hospital organizations and other companies, aging is one of the aspects that can lead to a significant loss of knowledge and experience. Therefore recruitment is becoming one of the most urgent challenges today (Ployhart, 2006; Williamson, Cable & Aldrich, 2002). Recruitment is the hiring process aimed at hiring 'suitable' employees that fit the vacancy and the organization and rejecting the ones who do not (Newell, 2005). A measure that hospital organizations can take to facilitate effective and efficient recruitment and communication to attract suitable employees is to implement their employer brand in the labor market. Different communication tools are used to communicate this employer brand and recruit new employees. During the past decade the attention for online recruitment has grown. Examples of online recruitment tools are online job boards and corporate career websites (Lee, 2005). A corporate career website is the tool that is most used by organizations to attract potential employees (Williamson, King jr., Lepak & Sarma, 2010; Maurer & Liu, 2007).

In their articles, both Selden and Orenstein (2011) and Cober, Brown and Levy (2004) state that the development of corporate career websites should be driven by an understanding of the dimensions that are of great importance to (potential) applicants, because they are consumers of employment information rather than applicants for employment screening. Therefore it is important to know what (potential) applicants consider important in recruitment from Dutch hospitals and whether hospitals are meeting these wishes on their recruitment. No such research has been conducted before. For this reason, this study will explore what (potential) applicants consider important types of information on career websites of Dutch hospital organizations, what types of information hospital organizations consider important on their website and what information hospital organizations actually provide on their corporate career websites. The results provide important insights for hospital recruiters.

2. Theoretical framework

The aim of this section is to gain insight into the concepts related to employer branding, corporate career websites and the content provided and preferred on these websites.

2.1 Employer branding

There are many definitions of employer branding and the differences in accents provide a diversity of opinions and interpretations. Ambler and Barrow (1996, p.8) define the employer brand as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company”. Reichenberg (2009) states that employer branding is about the development and communication of the culture of an organization as an employer. His assumption is that all employees are consumers who must be recruited and retained. According to Reichenberg, employer branding defines and delivers the employment experience. Backhaus and Tikoo (2004, p. 502) define employer branding as “the process of building an identifiable and unique employer identity”, and the employer brand as “a concept of the firm that differentiates it from its competitors”. So their emphasis is on the effort of the organization to communicate what makes it different and desirable as an employer.

Although the definition of Ambler and Barrow (1996) speaks of a package of several benefits provided by the organization in some way, it does not specifically mention the communication of those benefits. Reichenberg (2009) does speak about communication. He mentions the communication of culture, but lacks the aspect of functional and economic benefits. The definition of Backhaus and Tikoo (2004) also misses the concept of benefits necessary to differentiate the organization. Therefore a combination of these definitions is used in this study: Employer branding is the total effort of an organization to communicate about the package of functional, economic, and psychological benefits and the culture of an organization in order to achieve an attractive and distinctive image for current and potential employees (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004; Reichenberg, 2009).

Backhaus and Tikoo (2004) state that employer branding can be seen as a three step process. The first step is the development of value propositions (benefits) using the organization’s culture, management, qualities of employees, image and impressions (Sullivan, 2002; in Backhaus & Tikoo, 2004). The second step is the external marketing. This step is about the communication of the value propositions to attract targeted potential employees. This allows potential employees to picture themselves within the organization. The third step is the internal marketing; this step should develop commitment amongst employees and make sure the value propositions are being carried out. This study will focus on the second step, communication of the value propositions to attract potential employees.

Different tools are used for communicating the employer brand and the value propositions to recruit new employees. There are employment advertisements in newspapers and magazines. Also recruiting events are organized by companies, for example in universities. However, during the past decade there is growing attention for online recruitment tools. Most large organizations use internet to recruit potential employees (Young & Foot, 2005). These tools reduce the hiring costs and shorten the length of the hiring process (Lee, 2005; Maurer and Liu, 2007). Examples of online recruitment tools are online (third-party) job boards like monster.com and Intermediar.nl, social media like LinkedIn and Facebook and corporate career websites.

2.2 Corporate career websites

A corporate career website is a set of employment related web pages, where a company presents itself by persuasive descriptions of the organization, benefits and culture, along with other information which may increase the likelihood that individuals will adopt a positive image of the organization and perhaps submit an application (Young & Foot, 2005).

The corporate career websites are known in various forms, for example a specific part of an organizations' homepage used to present the company as an employer. Another example can be a separate website of an organization, only focused on the company as an employer. The career sites are usually positioned prominently in relation to the companies' web presence, which is defined as a collection of sites produced and/or controlled by a single entity or organization (Foot & Schneider, 2002) and is typically one click away from the home page of a company's main site (Young & Foot, 2005).

A corporate career website is the tool that is most used by organizations to attract potential employees (Maurer & Liu, 2007; Williamson, King jr., Lepak & Sarma, 2010). More and more organizations communicate employment information via their corporate websites (Berry, 2005). Among Fortune 500 companies, 94% uses their websites for recruitment purposes (Greenspan, 2003). A growing amount of companies is creating their own corporate career website instead of using the online job boards because of the rising costs of job boards and the difficulty of finding qualified applicants (Harrington, 2002). Career websites also provide a dynamic platform for employee recruitment (Cober, Brown, Blumental & Doverspike, 2000; Dineen, Ash & Noe, 2002) because websites have the ability to enable a wider and more immediate scope of communication between job-seekers and the organization (Williamson, et al., 2010).

A recent study conducted among 400 employer branding professionals and executives showed that the corporate career website is not only the most used, but also the most effective communication tool to build the employer brand (Waasdorp, Hemminga & Roest, 2012). Cappelli (2001) states that this effectiveness of an organization's website at communicating employment information is a crucial determinant of the ability of the organization to successfully generate qualified applicants. Cober, et al. (2000) developed a conceptual model of online recruitment effectiveness in which they proposed that the effectiveness of a corporate career website is influenced by three factors in the structural design of the website.

The first factor is the type of information provided on the website (content). The second factor is the way in which the information is displayed (form) and the third factor is the extent to which the corporate career website shapes the perception of fit with the employer of potential applicants. Cober et al. (2004) used these factors to evaluate the corporate career websites of Fortunes list of "Best companies to work for". Their analysis suggests that employers treat online (potential) applicants like consumers of employment rather than merely applicants for employment screening and they plead for more interactive tools that deliver targeted messages to (potential) applicants on the website. According to Cober et al. (2004) this will lead to the development of relationships between applicants and employers. The results of the analysis of Cober et al. (2004) were confirmed by Selden and Orenstein (2011), who evaluated the career websites of state governments in the United States. The current study focused on the content of corporate career websites of Dutch hospital organizations.

2.3 Content provided on current corporate career websites

The term content, in the context of recruitment research, refers to “the selected configuration of information conveyed through recruitment media” (Selden & Orenstein, 2011 p. 33). Information conveyed in e-recruitment efforts is critical for the interest of (potential) applicants in employment (Highhouse & Hoffman, 2001). Therefore, both Selden and Orenstein (2011) and Cober et al. (2004) state that the development of corporate career websites should be driven by an understanding of the dimensions that are of great importance to (potential) applicants. If important content is unavailable on the career website, (potential) applicants have been noted to perceive this missing information as a sign that an organization is not interested in recruiting qualified employees (Barker & King, 1993).

In addition to the study from Selden and Orenstein (2011), a small number of research projects based on content analyses was found. Lee (2005) performed a content analysis regarding job posting and job application methods, delivery of corporate information and use of third party job boards. His analyses showed that 94 out of the Fortune 100 organizations of 2003 had a corporate career website. The corporate information most frequently provided was benefits, privacy and job security statements and information on the work environment. Young and Foot (2005) performed a similar content analysis of 100 organizations selected from the 2004 Fortune 500 list. Their analysis showed that 95 out of the 100 selected 2004 Fortune 500 organizations had a corporate career website and that most websites provide content about open job positions and instructions for accepting resumes and applications. Their finding suggests that career sites are first and mostly used as a recruiting vehicle which is first and foremost designed to collect applications from potential candidates.

2.4 Content and (potential) applicants

There have been a number of research projects devoted to discover what kind of content (potential) applicants consider important on corporate career websites. Cober, Brown, Levy, Keeping and Cober (2003) describe that research using traditional recruitment media showed that (potential) applicants spend a substantial amount of time looking for information about salary and benefits (Barber & Roehling, 1993). Other research showed that the attraction of (potential) applicants towards an organization is positively associated with pay level (Cable and Judge, 1994) and the provision of specific information regarding both salary and benefits (Barber and Roehling, 1993; Maurer, Howe and Lee, 1992). Cable and Graham (2000) confirm that this information influences the interest of a (potential) applicant in an employer. In their study, Cober et al. (2003) provided evidence that these perceptions of compensation were also positively related to organizational attraction through career websites.

A protocol analysis of Cable and Graham (2000) found that content related to training received a significant proportion of attention in (potential) applicants evaluations of an employment opportunity. They also showed that information about developmental opportunities influences the interest of a (potential) applicant in an employer.

Another factor considered important is the (potential) applicants' perception of organizational culture, which can be defined as a system of shared values (Bauer, Morrison, & Callister, 1998; Cable, Aiman-Smith, Mulvey & Edwards, 2000; Chatman, 1991). Content about culture provides the (potential) applicant insight in how well he or she fits within the organization (Dineen, et al., 2002). Cober, et al (2000) claim that providing content related to everyday business operations, the people one may

encounter while on the job, and the values held by an organization allows (potential) applicants to form more precise impressions of organizational life and this allows the (potential) applicant to make a more informed assessment of his/her fit with an organization. According to Cober et al. (2004), perceptions of organizational culture have been found to influence the interest in an employer. They studied content and characteristics of Fortune's "Best Companies" corporate career websites and perceived cultural information on career websites as information presented regarding the culture, goals, values or working environment of an organization. In the current study also aspects of organizational structure are included in the concept of culture.

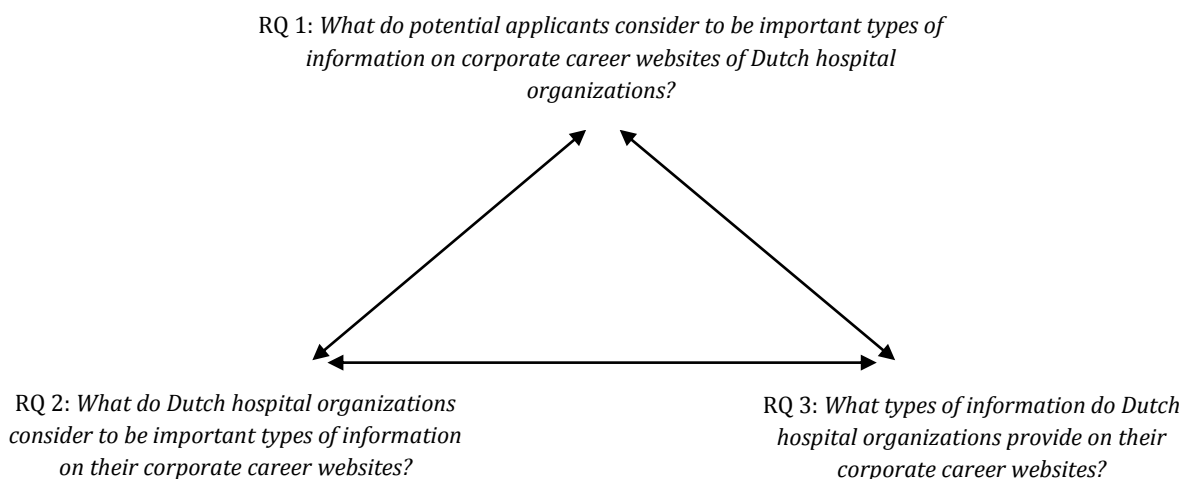
2.5 Content on corporate career websites of Dutch hospital organizations

Although corporate career websites are gaining attention in research, and studies on which content is considered important and studies on which content is available have been conducted, no studies have focused on the content on the career websites of (Dutch) hospitals. Also, according to Pfeffelmann, Wagner and Libkuman (2010), more studies of real organization websites are needed 'as opposed to the use of fictitious websites created by investigators.' (Pfeffelmann et al., 2010, p. 41). Two studies will be conducted to answer three research questions:

- | | |
|----------------|---|
| <i>Study 1</i> | RQ 1: <i>What do (potential) applicants consider to be important types of information on corporate career websites of Dutch hospital organizations?</i> |
| | RQ 2: <i>What do Dutch hospital organizations consider to be important types of information on their corporate career websites?</i> |
| <i>Study 2</i> | RQ 3: <i>What types of information do Dutch hospital organizations provide on their corporate career websites?</i> |

Figure 1 shows the relation between the three research questions. The study aims to investigate what (potential) applicants and hospital organizations consider important and whether hospitals are actually providing this information on their corporate career website.

Figure 1. *Relation between the research questions*



3. Methods

To answer the three research questions about the corporate career websites of Dutch hospital organizations, two studies were conducted. In 3.1 the method for the first study is described. The method for the second study is presented in 3.2.

3.1 Study 1

The data for the first study were collected by interviewing potential applicants (RQ1) and employees from hospital organizations involved with the career website (RQ2). In this section, the methods used per research question are provided.

3.1.1 RQ 1 - Participants

The average age of the non-medical (potential) applicants was 37,5 (SD=9.2). Three non-medical participants were female and the other two non-medical participants were male. The education levels were Higher Vocational Education (in Dutch called 'HBO') and University. The fields of interest of the non-medical (potential) applicants were communication, HR, marketing, policy and management.

In the group of medical (potential) applicants the average age was 24,8 (SD= 1,9). Four of the participants were female and the other medical (potential) applicant was male. Their education level varied from Vocational Education (in Dutch called 'MBO') to University. Two of the participants were doctors in training; the other participants were looking for jobs as a physician assistant, neuropsychologist and pediatric nurse.

Table 1. *Background characteristics non-medical participants RQ1*

	Age	Gender	Education	Field of interest	Work experience in hospital
1	50	Female	University	Communication	None
2	36	Female	HBO	Management	None
3	43	Male	HBO	Marketing	None
4	33	Male	HBO	HR	7,5 years
5	26	Female	University	Policy	1 year

Table 2. *Background characteristics medical participants RQ1*

	Age	Gender	Education	Field of interest	Work experience in hospital
1	26	Female	HBO	Pediatric nurse	2,5 years
2	27	Female	University	Internist	3 years
3	25	Female	University	Neuropsychologist	None
4	22	Female	MBO	Physician assistant	1 year
5	24	Male	University	Internist	3 years

3.1.2 RQ 1- Instrument

To answer the research question, structured interviews were conducted as a method in order to collect data. First, questions about the background characteristics of the participants were asked, followed by questions about the content on corporate career websites of a hospital. The goal of these questions was to see what types of information potential applicants considered important on career websites. After that, questions about content themes derived from the literature were asked. These themes were salary, benefits, culture, identity, training and career development opportunities. The interview script can be found in appendix 1.

3.1.3 RQ 1- Procedure

To recruit participants, an e-mail was sent to the contacts of the author to ask if they knew professionals who were looking for a job in a hospital, or started a new job at a hospital to the utmost a month earlier. Ten people who fitted this description were asked if they would be able and willing to take part in an interview. All requested people participated in this study. Nine were actual (potential) applicants and one of them just started a new job in a hospital three weeks earlier. The participants were assigned into two different categories, according to the job they were looking for: (potential) applicants for a medical function and (potential) applicants for a non-medical function. Both groups consisted of five participants.

All interviews were conducted face-to-face, on a location the participant preferred. Before the start of each interview, the structure of the interview was explained. Also permission for recording the interviews was requested and the anonymity of the interviewees was ensured. Therefore recordings were deleted after the data analysis. The interviews were transcribed and analyzed with the Selective Reading Approach (Van Manen, 1990) by the author. After reading the entire transcript, only relevant and essential statements were analyzed.

3.1.4 RQ 2 - Participants

The interviewees were all involved with the career website of the hospital. Table 3 shows that most participants were HR officers, some with a special focus on labor market. Two participants were part of actual labor market communication departments.

3.1.5 RQ 2 - Instrument

To gather information about what hospital organizations consider important on corporate career websites, structured interviews were conducted. First, general questions about recruiting activities were asked, followed by general questions about the use of a corporate career website. The goal of these questions was to investigate what information is emphasized by hospital organizations on their website and what content was considered important on career websites. After that, questions about content themes derived from the literature were asked. The themes asked were salary, benefits, culture, identity, training and career development opportunities. The interview script can be found in appendix 2.

Table 3. *Background characteristics participants RQ2*

	Type of hospital	Profession
1	University hospital	Staff Advisor recruitment and labor market
2	Top clinical	HR Advisor labor market
3	General	Recruiter
4	General	Head of personnel and organization
5	Top clinical	HR specialist with focus on labor market
6	Top clinical	HR expert & recruitment employee
7	University hospital	Chief labor market communication
8	General	HR advisor
9	University hospital	Chief labor market communication

3.1.6 RQ2 - Procedure

To recruit participants, a list of hospitals was made based on several aspects. The first aspect was the type of hospital. There are 90 hospital organizations in the Netherlands, divided into three different hospital types; university hospitals (UH), top clinical hospitals (TC) and general hospital (G). There are eight university hospitals in the Netherlands. These hospitals are associated with a university. The training of doctors and research takes place under the responsibility and coordination of the university and / or the medical faculty. There are 28 top clinical hospitals in the Netherlands. They are part of a partnership and offer highly specialized care in a nationwide network. In addition, they provide the training of doctors and medical specialists. The remaining 54 hospitals are general hospitals. These hospitals provide basic medical care.

The second aspect was the hospitals' location in the Netherlands. In that way, the participants were recruited from different regions in the country. An invitation letter was sent by post and e-mail to the HR departments of eleven hospitals. Nine hospital organizations agreed to participate in the study, three from each category.

To gather data about content Dutch hospital organizations consider important on their corporate career websites, structured interviews were conducted. Most interviews were conducted face-to-face in the hospital the participant was working for. One interview was conducted by e-mail due to time limits of the participant. Before the start of each interview, the structure of the interview was explained. Also permission for recording the interviews was requested and the anonymity of the interviewees was ensured. These recordings were deleted after the data analysis. The interviews were analyzed with the Selective Reading Approach (Van Manen, 1990) by the author.

3.2 Study 2

The data for the second study were collected by a content analysis of the career websites of Dutch hospital organizations (RQ3). In this section, the used method is described.

3.2.1 RQ 3 – Corpus

Data were collected from the career websites of the 90 Dutch hospital organizations. However, one of the websites did not function properly; therefore only 89 websites were analyzed. These hospital organizations consisted of three different types of hospitals; university hospitals (8), general hospitals

(54) and top clinical hospitals (28). 52% of these hospitals had 100-500 beds. 31% had 501-1000 beds. 10% had 1000-1400 beds. The remaining 7% provided no information about the amount of beds in the hospital on their corporate website.

3.2.2 RQ 3 - Instrument

A content analysis was conducted to collect data on the content the 89 Dutch hospital organizations provided on their corporate career websites. The content (potential) applicants considered important on career websites of hospitals (RQ 1) was included in the coding scheme. Also several career sites of Dutch hospital organizations were explored to get a general account of content elements incorporated in typical career websites.

A list of 38 measures was developed, divided into four different categories corresponding with content themes. These themes are content about salary, Collective Labor Agreement (in Dutch called 'CAO') and benefits, content about organizational culture: identity and working climate, content about career development opportunities and training and other content.

In the measures of the first categorizations, an analysis of three types of vacancies was also included. Content on salary, CAO and benefits was analyzed in non-medical (NM) vacancies, medical support (MS) vacancies and vacancies for medical doctors (MD).

To evaluate the developed coding scheme two pretests were conducted. First, the suitability of both category descriptions and coding instructions was tested. Therefore two people were asked to read through the coding scheme and give comments on the understanding and wording of the categories. Afterwards, the inter-rater reliability of the code manual was estimated by calculating Cohen's Kappa. The pretest sample consisted of eighteen websites which represents 20% of the whole population and was done by two independent coders. The 20% meets the directive of pretesting as proposed by Mayring (2000). The inter-coder reliability ranged from 0,73 to 1,0 in the level of agreement for each measure (average Cohen's Kappa = 0,93). After discussing the disagreements, slight modifications were made to the coding instructions to clarify the measures that received less than 0,8 in the level of agreement. The coding scheme can be found in appendix 3.

3.2.2 RQ 3 - Procedure

All websites were analyzed during July 2012. The results of the content analysis were analyzed with IBM SPSS 19.0. One of the websites was not functioning properly, so most of the questions could not be answered. Therefore this website was excluded from the analysis.

4. Results

In this section the results of the two different studies will be discussed. In 4.1 the results of the interviews with the (potential) applicants are presented. The results of the interviews with the HR officers of the hospital organizations are provided in 4.2 and finally the outcomes of the content analysis are presented in 4.3.

4.1 Results study 1 – research question 1

To answer the first research question, interviews with (potential) applicants for a non-medical (NM) position in hospitals and (potential) applicants for a medical (M) position in hospitals were conducted. In this section, answers from the interviews about salary, CAO and benefits on corporate career websites are provided, followed by opinions about the identity and organizational culture of Dutch hospital organizations. Thereafter there are results which present how the interviewees considered content about career development opportunities and training. Subsequently, other topics that were discussed during the interviews and that were considered important by (potential) applicants are presented.

4.1.1 Content about salary, CAO and benefits

The opinions given in the interviews confirm that some (potential) applicants, both non-medical and medical, wanted to know what the salary and benefits are. If salary information is not provided in vacancies and on career websites, it influences the intention to apply for some interviewees. Although hospitals sometimes provide a scale number, interviewees are not always familiar with the meaning of these numbers. These are explained in the CAO, but the CAO is not always presented on the career websites. This makes it difficult to understand the provided information.

Female, M, 26 - "Sometimes there is only a salary scale mentioned. But what that scale means, I do not know. (...) What is the scale then? As a hospital, ensure that the CAO is available on the website, so you can easily see what the salaries are. They were really not available on the websites. Make sure that it is clear in the vacancy, for example with a link to the CAO."

Female, M, 22 - "Salary information must really be available in a vacancy. If that is not there I will not apply!"

Female, NM, 50 - "You really have to search for it, I know how those scales are put together, but if you do not know, then you should look for the CAO and of the right year too. Often even in the vacancy the salary is unavailable: I think that is just bad. I'll apply based on what I can earn somewhere."

For some interviewees it is clear what they will earn because they are a doctor in training, and for that particular group the salary is the same. So information about salary on career sites is not always considered a must for them.

Male, M, 24 - "This is just in the CAO for hospitals. You can just see: a medical doctor in training gets that salary."

Information on benefits was also considered to be important information on corporate career websites by most of the (potential) applicants in non-medical functions. The interviewees said it is an aspect that hospitals can use to distinguish themselves from other hospitals and that this information can also make an employer more attractive.

Male, NM, 43 - "I think transparency on benefits is very important. You can use it to see if it is comparable to what you have now."

Male, NM, 33 - "I think this is an aspect that you use to present yourself as an employer. For example, is it possible to get a bicycle, are there career coaching, can you save days off, that is important information. It is important that hospitals put this on a recruitment site."

The medical (potential) applicants are more divided in their opinion on the importance of benefits. In the interviews it was mentioned as important, but according to the interviewees, it is not always available on websites.

Female, M, 26 - "Unfortunately my experience shows that benefits are very often unclear. There is plenty of information for patients and for training in the hospital which you can apply for, but there is too little information for potential employees."

One medical interviewee mentioned it was subordinate to the job because you work somewhere because of the job, and not because of the benefits.

Female, M, 27 - "The main reason that you work somewhere is that you like the hospital and that you like the job. Those little benefits are less important."

4.1.2 Content about culture: identity, organizational structure and work environment

The interviewed potential employees confirmed that they would like to see information about the identity of the hospital on corporate career websites. This can be information about the ambition of the hospital and information about the mission and vision of the hospital organization.

Male, NM, 33 - "I want to see what kind of hospital it is, what they do, where they are doing it and also what their level of ambition is".

Female, M, 26 - "There are often long pieces of text on the history of the hospital, and then I look for information on future ambitions and then it only says: We want to be progressive. Then I think: what do you want? And what does progressive mean for you? This must be more specific. (...) I want to

work somewhere where I can be future oriented and progressive, so it is very nice to know what the future plans and ambitions of a hospital are and how they want to develop medically."

Female, M, 27 - "Well, what I perceive as very important is that the website immediately shows what the hospital stands for. So by a specific quote or something like that, to show what they find important".

Female, NM, 26 - "I want a description of what kind of hospital it is or what they find important values and what their mission and vision on health care is. Because I think that says something about how a hospital is managed and also how the culture could be in that hospital."

Female, NM, 36 - "Usually I read the mission and vision of the hospital and an organizational chart. But you often have to search for it."

Another aspect related to identity that was considered important is the presence of a chart of the organizational structure. In that way, the interviewees could see how the hospital was organized. In all cases, the interviewees who desired this information felt that a chart of the organizational structure was difficult to find on the corporate career websites they visited.

Female, NM, 50 - "I want to see an organizational chart. How is such an organization organized? It was always very difficult to find that. Eventually you manage to find it, but you will find it tucked away somewhere deep in a year report."

An aspect of attractiveness of hospitals mentioned in the interviews with the potential medical applicants was teamwork. The reasons that were mentioned were team spirit, aiming to the same goal and the multidisciplinary nature of teams. This is related to organizational structure.

Female, M, 22- "I like to work in a team and attach great importance to team spirit. You are all working together towards the same goal."

Female, M, 25 - "Well, what I especially find interesting in a hospital is that you can work multi-disciplinary, you speak with neurologists, with nurses. I as a neuropsychologist can cooperate more than when I would work in a practice for example."

An aspect perceived as attractive related to identity, structure and the culture of a hospital is the dynamic environment in a hospital.

Female, NM, 26 - "It is just a dynamic environment where many things change."

Male, NM, 33 – “For me, the dynamic in a hospital is attractive. The dynamics of the organization, so there is always a tension between on one hand, a board of directors and medical staff and on the other hand a management team who wants many things. So there's a certain dynamism and excitement that makes working there attractive to involved staff.”

When it comes to content about work environment all potential medical employees thought this is very important information. This information helps them to create an image of what working in a particular hospital would be like.

Female, M, 27 - “For me it would be very important to have information about the work environment for the decision I make. You just want to feel safe in a work environment and it is important that the atmosphere is good and that there are people that you can trust.”

Female, M, 22 - “For example, when a hospital is very performance driven, the staff might not be on the first place and that shows in the culture. The atmosphere is very crucial, if you have a nice working atmosphere you go to work with a lot of courage and pride. If that is not the case, you don't feel good about your work and it may be that it causes unnecessary absenteeism, etc. I think it would be good if people who work in that hospital tell what it is like to work there on the corporate career website”.

Non-medical interviewees also want to see content about culture and work environment, but are more critical because they question the sincerity of the information provided. They also want other endorsers to present the information about work environment.

Female, NM, 50 - “It's nice to have an idea of the culture in the hospital. But a hospital will do everything to make sure a great culture is presented. (...) It is also unfortunate that you see so few of those on top of the organization. Let a director tell a story about his vision on employees as well. This creates a human face to the outside.”

Female, NM, 36 - “What strikes me sometimes is that hospitals let employees talk, but you never see someone of the board of directors on websites. (...) But it is good to let a director speak about the hospital. For such a big unwieldy organization, it is of course interesting to know who is on top of it and how they think. I think because of the large distances, that this kind of involvement would add value, I missed that.”

4.1.3 Content about career development & training opportunities

In the interviews it is said that it is very important to know if there are possibilities for career development in the hospital. Most interviewees have a certain ambition concerning their career development. When a career website provides this type of information, they can see if there is room to pursue their ambitions.

Female, NM, 36 - "I think that is so important. I have certain ambitions in mind, so for me it is important that the organization shows (...) that they at least are open to it and that they perceive personal development as important."

Male, NM, 33 - "For me it would be important to see how they deal with this, if they have a policy on development and opportunities."

Female, M, 26 - "I want to continue developing. I would also like to take a step forward in my work. So that is one of the most important things for me: how can I develop in this hospital and what are the possibilities?"

Female, M, 22 - "I think of training opportunities as very important. Just so you know whether there are growth opportunities, such as the possibilities for specialization to something else. I really do not want to spend my whole life in the same job and remain stationary."

4.1.4 Other topics discussed

In the interviews, potential medical professionals and non-medical professionals were asked what they considered the most important information on corporate career websites of hospitals, besides content about salary, benefits, career opportunities and culture. Both medical and non-medical professionals stated that it is important that hospitals present appealing targeted information on their website for different groups.

Male, NM, 33 - "I think it's important that people feel attracted and I miss that on a lot of corporate career sites. Sometimes I think it focuses too much on the medical side, while I am looking for a staff function. Sure, I understand that providing care is the core business, but I think it is also important to communicate to different target groups."

For some (potential) applicants in medical functions, the most important information on a corporate career website is about the different divisions in the hospital. The reason this information was considered important is the fact that you can see if you are the right person to apply.

Female, M, 26 - "Very specific information about how many patients there are on the division and what is expected of you in certain professions. I think this is important because this information makes it clear what the challenge is and that gives me clarity about whether this is really the job I want."

Male, M, 24 - "An impression of which divisions there are, how many specialists work per division, how many people work there? I think this information is always pleasant, because you already have an image of what kind of workplace it will be."

Some interviewees thought that a visualization of the hospital building on the corporate career website was also very important.

Female, NM, 50 – “What is it like to work there? What kind of people work there? So you have a picture of what is important to that hospital. (...) I think that how something looks tell you very much about how an organization is and how carefully they deal with things and staff.”

When the medical and non-medical interviewees were asked about the extent to which hospitals present themselves as attractive and distinctive employers the main answer was that most of the hospitals did not present themselves as attractive and distinctive employers at all. However, the interviewees also noticed there are hospital organizations that developed an attractive employer brand and these hospitals really try to attract good employees.

Female, NM, 50 - “In terms of profiling themselves as an attractive employer, I do not see this. You see no difference in what makes one hospital better than the other, and definitely not how they distinguish themselves as an employer.”

Male, NM, 43 - “The websites of these hospitals are often focused on the health care and on the patient. That is the primary approach of all these sites. And after that you get: ‘oh yes, we also have jobs’ and then they only provide vacancies.”

Female, M, 26 - “I think the corporate career websites of hospitals are not very attractive and distinctive. Sometimes they just put vacancies on and that is it. It is mainly focused on what is expected of applicants and that is logical, but as an employer you also have something to offer to attract people.”

4.1.5 Summary

In the interviews with the potential applicants, different content that was considered important came across. First salary and benefits were considered as very important information. Some interviewees, both medical and non-medical, said that they would not apply at a hospital organization that does not provide content about salary on the career website and in vacancies. The reason the interviewees wish information about benefits, is because they want to compare it to their current situation.

Another important aspect on career websites is content about the identity and culture. Information about these themes gives the potential applicants insight in how it will be like to work there. The same applies for an organizational chart of the organization, which was considered important by non-medical (potential) applicants.

The interviewees consider content about career development as important because they wanted to know what possibilities the hospital organization has to offer them.

To see if the (potential) applicants fit in the hospital organization, they want the career websites to offer information about the different divisions in the hospital. For the same reason, they also want targeted information. This content is aimed at specific groups of potential applicants, and helps the (potential) applicant to decide if they are the one to apply or not.

The medical and non-medical interviewees felt that hospitals organizations did not present themselves as attractive and distinctive employers on their career website at all. Aspects that contributed to attractiveness were teamwork in hospitals, the size of the hospitals, the degree of social involvement and the dynamics of the hospital organizations.

4.2 Results study 1 – research question 2

In this section, the results of the interviews with the hospital organizations are presented. The interviewees worked as HR officers in hospitals from the three hospital categories; university hospitals (UH), top clinical hospitals (TC) and general hospitals (G).

First the results concerning information about salary, CAO and benefits on corporate career websites is presented, followed by opinions about culture. Thereafter it is described how the interviewees considered content about career development opportunities and training. Subsequently other topics that were discussed during the interviews with the hospitals about their career website are presented.

4.2.1 Content about salary, CAO and benefits

Although the literature shows that (potential) applicants spend a substantial amount of time looking for salary and benefits, there are different thoughts about offering this information on career websites. Some of the interviewed hospital organizations do not provide information about salary on their corporate career website or in their vacancies because they want to be in the position to negotiate and make sure that they attract as many suitable candidates as possible.

G1 - “We do not even mention a scale. No, we do it even vaguer. We say: salary and benefits according to age and experience, such a general platitude. To still interest candidates and keep space for negotiation. If you mention it you take away those opportunities for yourself.”

TC3 – “No, we do not mention salary, because for nurses there is a fixed scale. This is a permanent classification that is the same in all hospitals. So you win nothing by putting it there. For other functions we deliberately do not mention it, because it can give you a good candidate that you know you would not have got when there was a scaling.”

Other hospitals provide salary information in terms of providing a scale, a range, or a maximum salary. They want to be clear and open to potential applicants.

UH2 - “This is generally directly displayed. This fits our open and honest communication style and avoids any disappointments later on.”

TC2 – “Yes, we provide detailed information. Including the CAO on our website, because I think it gives people clearance if they know what they will earn.”

It was mentioned a couple of times that most nurses already know what their salary will be, but for other functions this is different. Also the knowledge of the salary system is different.

G2 - “I think that for example, if you are looking for an administrative assistant, with no health care experience. You should mention the salary range, not just FWG 50 or something.”

Benefits are according to the CAO of the hospitals in almost every situation. Most interviewed hospitals mention this in their vacancies. Some hospitals also give extensive information on the corporate career website.

G2 – “We offer information about benefits on our website. So succinctly on the year-end bonus, pension, bicycle plan, etc.”

TC2 – “Information about benefits could be more for me. But these are the same everywhere and the trick is just to give information on what is secondary or extra.”

4.2.2 Content about culture: identity, organizational structure and work environment

The interviewed hospitals were asked if they display any content related to the hospitals’ culture and identity on their corporate career website. The answers show that they find it difficult to provide these types of information, because it differs per division.

UH1 - “We don’t really provide it. It is very difficult, because it is really very different per division. Of course there is an overarching brand essence and we also try to represent this in our new website by entering in text and image. But that's just very difficult.”

TC2 - “We are a large organization. And although our core values are very solid, the translation can vary from division to division.”

Although it is not considered easy to provide information about culture and identity, some hospitals do think it is vital to share this, because it offers a (potential) applicant insight in the work environment.

UH3 – “People often have absolutely no idea where they are going to work.”

Most of the time employee testimonials are used to communicate information about identity and culture. This is done because employees can provide a better insight in what it is like to work somewhere.

G2 - “We use employee testimonials, because I can say something about working here as a recruiter, but it is important that your employees propagate this.”

G3 – *“The employee testimonials are very important on our career website.”*

UH2 – *It has to be informative, with quotes from people who work here. They really know what it is like.”*

4.2.3 Content about training and career opportunities

Some of the interviewed hospitals mentioned that the development of employees is very important. Therefore they have a close cooperation with their own training academies in the hospitals.

UH1 – *“We have the training academy that we very closely cooperate with. (...) We also have the agreement, that we really align with each other on the websites and that we link to each other.”*

G2 - *“We have a career policy that enables employees to map their career. We mention this on the website because we like to give attention to it.”*

Other hospitals are less informative about training and career opportunities for several reasons, for example because of the available budget. Another reason mentioned in the interviews is the culture in the hospital. Because of that culture, it is not stimulated that employees develop themselves.

G1 - *“We do not mention it on our website because our training budget is fairly limited.”*

G3 - *“We now do that very sparsely, because there is a certain culture. For example: I have such a good nurse, as an employer I am very happy with her, but if I appoint her as a talent that probably means I'm losing her.”*

4.2.4 Other topics discussed

When it comes to the current content on the corporate career websites of the hospitals, all interviewed general hospitals and top clinical hospitals think of their vacancies as most important. The reason for this is that some interviewees think that this information is of great importance to the (potential) applicant.

TC2 - *“The emphasis is on the vacancies. There's quite a lot of other information but the vacancy is really important for the candidate. I think if a candidate really has found a job he likes, maybe he still reads the rest of the website. But the content is static, if you read it one time, you have read it.”*

G2 - *“We focus mainly on the vacancies in all online communication. We also have a job mail which send s vacancies to potential applicants. In addition, we identify some benefits, but those vacancies are the most important.”*

On the corporate career websites of the university hospitals the emphasis on content differs.

UH1 - "We have some movies on it and we did some interviews with employees. Just to show that human part, so people know where they end up. That is not much, but it is still good to get an image of a particular division or function."

UH3- "The homepage of our website is mainly focused on presenting current campaigns. Off course vacancies also matter, because that is what it is all about, filling these vacancies."

According to the literature, employer branding is about being attractive and distinctive for potential and current employees. The interviews show that all university hospitals state that the attractiveness differs per person or target group who works there, because everybody has different needs. Of course there is the academic identity, which leads to an attractive and diverse work environment according to two of the hospitals.

UH1 - "What one really thinks of as interesting or attractive is not so important to others. (...) So it's just what you emphasize, but we always communicate from the foundation of our brand essence, but then translated to the target group."

UH2 - "We are attractive when what we have to offer is attractive to candidates. It is therefore very dependent per person."

When it comes to being attractive as an employer the top clinical hospitals refer to their top clinical identity. The attractiveness that is derived from that shows in the innovativeness and the many career and development opportunities. Despite of the fact that most top clinical hospitals are large organizations, the interviewees mention aspects that show that there is a lot of interest in the people. But not only top clinical hospitals distinguish themselves by a good work environment. Also one of the general hospitals claims this.

TC3 - "Despite being a large organization, there is also a certain speed, we are ambitious, we want to develop and that is just in our DNA. I think that is one of the most important parts of our attractiveness. We think really big and lots of growth, nothing is too crazy."

TC2 - "People are nicer than you'd expect from an organization of this size. (...) You will be warmly welcomed. But you only know this when you're already inside."

G1 - "I think that for an employee that works with us, it is very pleasant to work in our teams, that gives a bit of a family-like feeling, we are a small organization."

Another aspect that was mentioned by hospitals that contributed to their attractiveness was the good accessibility of the hospitals because of their regional function.

TC1 - "We have a large group of people who came here because it is easier accessible than if you compare it with a competitor such as the university hospital nearby. These people come from near and save forty-five minutes because there is no traffic jam in comparison to the university hospital."

One of the interviewed hospitals believed that they had no attractive aspects at all.

G3 - "If you ask people: why would you go and work here and not in the hospital in the neighborhood? I think many people would say: I'd rather go to that other hospital."

When looking at the way interviewees described their distinctiveness as an employer, a few aspects are notable. First it stands out that the top clinical hospitals regard their top clinical identity as distinctive. Another notable aspect is the fact that all general hospitals say that they do not know what distinguishes them from other hospitals.

TC2 - "There are many new things done in a top clinical hospital, there is a lot of research, there are many new things developed, both in healthcare as in other aspects."

G2 - "We try to position ourselves as a good employer, but it is very difficult to say why we are much better or much different from the hospitals around here."

An additional aspect that is regarded as distinctive is mentality.

UH1 - "We have a different mentality than other hospitals. A couple of years ago we conducted research to the identity of our hospital as an employer, our image and how these relate to each other and our ambition. We developed a brand essence from this with six priorities. I think these are distinctive and that that it is just really appropriate for this hospital."

The last aspect that hospitals consider distinctive is the academic identity of the university hospitals.

UH2 - "We distinguish ourselves by challenge and development opportunities, due to the fact that we are a university hospital."

UH3 - "Actually the central message in our employer branding communication is that here you can contribute to renewal, innovation, because in a university hospital that is very important. (...) In fact, any hospital can use this in their communication, but we are really the only one in the labor market who claimed it as a distinctive thing."

4.2.5 Summary

During the interviews with the employees of the hospital organizations involved with the career websites, it showed that content about salary is provided in different ways. There are hospitals that do provide this because they want to be open and honest about it. Other hospitals do not provide the information about salary because they want to attract as many applicants as possible.

Sharing information about the identity and culture of the hospital organization is considered important but difficult, because of the size of the hospitals and the many different divisions. Each division has its own subculture. When hospitals organizations do provide content about culture and identity, it is presented through employee testimonials.

Content about training and career opportunities is not considered important by all hospital organizations. However, there are hospitals that cooperate with the academies of the hospitals and provide content about it.

On most career websites of Dutch hospitals, the emphasis is on vacancies as important content. Some hospitals think that this is the most important information for the (potential) applicant. Other hospitals believe it is important to provide content about what it is like to work in the hospital.

In the case of being attractive and distinctive as an employer, not all hospitals consider themselves in that way. The top clinical hospitals consider themselves attractive and distinctive because of their top clinical character. University hospitals believe that attractiveness and distinctiveness depend on the (potential) applicant and is perceived differently by everyone. Most general hospitals are not able to provide a description of what distinguishes them from other hospitals or makes them attractive as an employer.

4.3 Results study 2 – research question 3

In this section, the results of the second study are presented. To answer the third research question a content analysis of all of Dutch hospital organizations career websites was conducted.

First the results concerning the content about salary, CAO and benefits on corporate career websites are presented, followed by the measures of content about culture. Thereafter results about the content on career development opportunities and training are presented. Subsequently the results concerning other content that was included in the coding scheme are presented.

4.3.1 Content about salary, CAO and benefits

Table 3 shows the proportions in which hospitals provide information on their website about salary, benefits and CAO. It can be seen that on 69% of the 89 analyzed career websites of Dutch hospital organizations, there was no salary information. The remaining 31% of these websites provided information on how the salaries in the organization are composed and about the job evaluation system used. On 71 of the 89 career websites of Dutch hospital organizations the CAO was mentioned. Most of these hospitals (59) also provided a link to the complete CAO text. From the 89 hospital organizations 80% provided information about benefits on their career website.

Table 3. Salary, CAO and benefits on corporate career websites (N=89)

Content	Yes		No	
	#	%	#	%
Salary	28	31	61	69
CAO	71	80	18	20
Benefits	71	80	18	20

After analyzing the corporate career websites for non-medical, medical support and medical doctor vacancies, it turned out that not every type of vacancy was available in each of the 89 hospital organizations. The analysis of the content in the vacancies therefore only focuses on the vacancies that were available on the corporate career websites, which will count as 100%.

Table 4. Salary, CAO and benefits in non-medical (NM), medical support (MS) and medical doctor (MD) vacancies

Content	NM (n=58)				MS (n=82)				MD (n=74)			
	Yes		No		Yes		No		Yes		No	
	#	%	#	%	#	%	#	%	#	%	#	%
Salary	45	78	13	22	70	85	12	15	29	39	45	61
Maximum salary	2	3			1	1			3	4		
Scale number	11	19			26	32			12	16		
Maximum & scale number	27	47			34	41			8	11		
Salary range	-	-			-	-			2	3		
Salary range & scale number	5	9			9	11			4	5		
CAO	44	76	14	24	68	83	14	17	44	59	30	41
With link to CAO	2	3			2	2			-	-		
Benefits	41	71	17	29	60	73	22	27	38	51	36	49
Mentioned existence of benefits	18	31			35	43			12	27		
Specific benefits without description	14	24			17	20			4	16		
Specific benefits with description	3	6			1	1			2	8		
Vacancy provides link to benefits	6	10			7	9			-	-		

Table 4 shows that of the 58 available non-medical (NM) vacancies, 45 offered specific information about the salary, but in different forms; 47% of the 58 provided information about the maximum salary that could be earned and the scale number was provided, followed by information about the scale number (19%), the salary range and scale (9%) or only the maximum salary (3%). The remaining 22% did not offer any type of salary information. In the available non-medical vacancies, the CAO was mentioned in 44 of the 58 vacancies. In 3% of these vacancies, a link to the CAO was offered.

Table 4 also demonstrates that in the 58 non-medical vacancies, 41 of the hospital organizations offered information about benefits in the hospitals. Of the hospital organizations 31% mentioned the existence of benefits or provided specific benefits, but without a description (24%). In 6% of the vacancies the hospital organization offered more extensive information about the benefits and 10% offered a link to the benefits in the vacancy. The remaining 17 vacancies for non-medical professionals did not provide any information about the benefits.

The 82 available medical support (MS) vacancies offered the maximum salary and the scale number in 41% of the cases, followed by information about the scale number (32%). The salary range and scale were provided 11% of the time and 1% of the vacancies only offered the maximum salary. In 83% of the medical support vacancies the CAO was mentioned and within this 83%, 2% provided a link to the CAO. Of the 82 available medical support vacancies, 60 vacancies provided information about benefits in the hospitals. 43% of these hospital organizations mentioned the fact that there are benefits in the organization and 20% provided the specific benefits without a description. 1% of the hospitals offered information about specific benefits in medical support vacancies, including a description and 9% provided a link in their vacancy. The remaining 22 the medical support vacancies did not provide any information about benefits.

In the case of the 74 available vacancies for medical doctors (MD), 45 vacancies (61%) offered no salary information. If there was any information, it was often the scale number that was mentioned (16%), or the maximum salary and scale (11%). The salary range and scale (5%), only maximum salary (4%) and only the scale (3%) were provided least. In the 74 available vacancies for medical doctors the CAO was mentioned in 59% of the cases, but a link was never provided. More than half of the 74 medical doctor vacancies (38) offered information about benefits. 27% of the hospital organizations mentioned the fact that there are benefits and 16% provided the specific benefits, but without a description. In vacancies for medical doctors 8% offered more extensive information about benefits in the hospital organization. The remaining 36 medical doctor vacancies provided no information about benefits.

4.3.2 Content about culture: identity, organizational structure and work environment

As table 5 shows, the history of the hospital organization is provided on 7 of the 89 corporate career websites. On 92% of the career websites, no history was available.

Information regarding the mission, vision and identity of the hospital was provided by 43 of the 89 hospital organizations on the corporate career website. 52% of 89 the websites did not provide information about the identity of the hospital. From the information available, 95% was displayed by text and 2,5% by video. The remaining 2,5% was presented by a combination of text and video.

On most of the corporate career websites (75 out of 89), there was no information about the core values of the hospital organization. The remaining 14 hospitals did provide the core values on the career website. Information regarding the future goals or ambitions of the hospital organization was not offered on the corporate career websites in 87% of the 89 cases. On 13% of the websites there was information provided about the ambitions or future goals.

Information about the hospital organization as an employer was offered on 78 of the 89 career websites. In most cases (90%), this information was displayed by text. In the other cases, the information was presented by video (2%) or a combination of text and video (8%).

Table 5. *Aspects of culture on corporate career websites (N=89)*

Content	Yes		No	
	#	%	#	%
History	7	8	82	92
Identity information	43	48	46	52
Core values	14	16	75	84
Ambition of the hospital	12	13	77	87
Hospital as an employer	78	88	11	12
Slogan	31	35	58	65
Employee testimonials	46	52	43	48
Organizational chart	14	16	75	84

The identity of the organization was presented by a corporate slogan in 22% of the cases. 12% of the hospital organizations used an employer branding slogan on the career website. 65% of the corporate career website did not provide a slogan.

More than half (52%) of the 89 career websites of Dutch hospital organizations offered testimonials from employees who currently work for the hospital. 14% of these testimonials are focused on what working in the particular hospital is like and what the sphere and culture are. Another theme of available testimonials is working in a certain division of the hospital (6%). In 12% of the cases the employee testimonial is focused on one specific profession. There were also testimonials that combined these themes, namely 20%. From the available testimonials, 9% was displayed by text, 11% was displayed by video and 80% of the hospital organizations used text and a picture of the employee to present the testimonial.

A chart of the organizational structure was not provided on the corporate career website by 75 of the 89 hospital organizations. There were 12 websites who did provide an organizational chart.

4.3.3 *Content about career development opportunities and training*

Table 6 illustrates that information about career development opportunities was provided by 49 of the 89 hospital organizations. Of these corporate career websites, 40% mentioned the fact that there were opportunities for career development, but no details were available. A few hospitals (7%) provided a link to another (part of the) website, where the hospitals presented information about career development opportunities, for example an academy of the hospital. 8% of the hospitals offered information about career development opportunities and discussed possible programs.

Content about training opportunities in the hospital was provided on 80 (90%) of the 89 corporate career websites, in different ways. A few hospitals (4%) mentioned the fact that there are training opportunities in the hospital, but did not provide further information about it. 16% of the

hospitals provided a link to another (part of the) website, where the hospitals presents information about training opportunities, for example an academy of the hospital. Other websites (32%) provide information about training opportunities and discuss possible programs that employees can join. The last group of hospitals (36%) provided extensive information about training, with opportunities for specific employee groups.

Table 6. *Career development and training opportunities on corporate career websites (N=89)*

Content	Yes		No	
	#	%	#	%
Career development	49	55	40	45
Training	80	90	9	10

The main type of training information on career websites of hospital organizations focused on medical training opportunities. 58 of the 89 analyzed career websites of the hospital organizations provided this information. Information on medical and non-medical opportunities was available on 24% of the websites. The remaining websites did not offer any information on types of training in the hospital.

4.3.4 Other content

The content analysis showed that 69 of the 89 Dutch hospital organizations used their corporate website to display career information. 15 of the 89 hospital organizations have separate career websites. The remaining 5 hospital organizations are part of a parent company who presented the information about careers in all enclosed organizations on their website.

The career information on the websites was labeled 'Working and learning' in 39% of the 89 cases. The label 'Working at...' was used by 25% of the hospitals. Other labels used were 'Work and education' (11%) and vacancies (7%). The remaining 18% used different labels. When it came to the categorization of the vacancies, 48% of the hospital organizations used function groups to categorize. On 18% of the websites, other categorizations were used, like alphabetical order and date. Other hospital organizations (34%) used no categorization at all.

The results of the first study showed that (potential) applicants and potential employees feel the need to receive information about different divisions of the hospital on the corporate career website. Table 7 illustrated that in the case of the Dutch hospital organizations, 76 of the 89 corporate career websites did not provide any information about working in the different divisions in the hospital. 6 of the 89 corporate career websites provided career related information about divisions. The remaining 7 websites provided information about working in one or two specific divisions in the hospital.

The first study also showed that (potential) applicants use corporate career websites to see if they match with the hospital organization; do they fit there? Of the 89 career websites, 40 did not present any information that contributed to determining this fit. The remaining 49 out of 89 career websites did present information about the identity of the hospital as an employer to determine a person-organization fit. This information was presented in a test by one hospital. By filling out a simple questionnaire, a person-organization fit percentage was given. Two other hospitals had a special text focused on

investigating whether people match the organization. The remaining hospitals presented testimonials and texts about the identity of the hospital as an employer to determine a person-organization fit.

Table 7. *Other content on corporate career websites (N=89)*

Content	Yes		No	
	#	%	#	%
Divisions	13	15	76	85
P-O fit	40	45	49	55
Job preview	28	31	61	69
Message CEO	1	1	88	99
Targeted messages	77	86	12	14
Application procedure	25	28	64	72
Contact information	60	67	29	33

A job preview that provided information describing a typical day or the main responsibilities of an employee was offered on 31% of the 89 corporate career websites. A total of 69% did not provide such information. Of the hospitals that did provide this information, 54% used text to display the job preview. 32% used video to show a typical day or the main responsibilities of an employee and 14% combined text and video to present the job preview.

Some interviewees from the first study mentioned that it would be appreciated if corporate career websites presented a message from the CEO, in which he gives a vision on being an employer. The content analysis showed that 88 out of 89 websites did not provide this. Only one (1%) hospital offered such a message.

Another outcome of the first study was the desire for targeted messages on the corporate career websites. The results of the content analysis showed that 74% of the 89 hospitals provided targeted information for people who want to work in the hospital as a volunteer. 47% of the hospital organization offered information about the possibilities for interns on the career website. 23% of the hospital organizations offered information targeted for one or two specific professions (for example: surgery, IC, AIOS). Another group that received special attention was staff that could work during holidays, 14% of the hospital organizations provided information on their website for this group. From the 89 analyzed career websites, 6% offered work related information for all function groups in the hospital.

Some interviewees from the first study mentioned the fact that they appreciated it if a corporate career website provided information about the application procedure. In the case of the Dutch hospital organizations, 25 of the 89 career websites provided this information. The remaining 64 websites did not offer any information on this matter.

If visitors of the corporate career websites of hospital organizations wanted to contact the hospital, contact details were provided on 68% of the 89 websites. The most provided details were phone numbers, e-mail, online forms or mail.

4.3.5 Summary

The results of the content analysis showed that 69% of the 89 analyzed corporate career websites provided no content about salary. Content on CAO and benefits were provided on 80% of the websites. In medical support and non-medical vacancies these content themes were all available. 39% of the vacancies for medical doctors did not provide salary content. The content on benefits and CAO was provided in half of the vacancies.

Content concerning identity was available on 48% of the websites and content about the identity of the hospital as an employer was available on 88% of the websites. Employee testimonials were provided on 52% of the career websites. Other content related to identity and culture was less available; slogan (35%), organizational chart (16%), core values (16%), ambition of the hospital (13%) and history (8%).

Content concerning career development was provided on 55% of the career websites of the Dutch hospital organizations. Training opportunities were available on 90% of the websites, but in 64 % of the cases they were only medical related.

Other available content was an online job preview (69%), contact information (67%), information concerning a person-organization fit (55%), divisions (15%) and a message of the CEO (1%). Targeted messages were available on 86% of the websites, but were aimed at volunteers most of the time (74%), interns (47%) or just one or two specific professions (23%). 6% of the hospital organizations provided information for almost all function groups.

5. Discussion

This section provides the answers to the research questions of each study and the relations between these findings. Also the limitations of this study and suggestions for future studies are discussed. Furthermore, theoretical and practical implications are presented.

5.1 Research question 1

The aim of this research was to find what (potential) applicants consider to be important information on corporate career websites of Dutch hospital organizations. In the interviews with the potential applicants, different content that was considered important was mentioned. First, information about salary and benefits was considered very important. This finding is in line with the findings of Barber and Roehling (1993), who claimed that (potential) applicants spend a substantial amount of time looking for information about salary and benefits. Their results indicated that compensation received the most attention and that the absence of salary information did appear to reduce the attractiveness of a position for some participants. Although the current study does not provide evidence that (potential) applicants pay more attention to salary information than other content, the study does confirm that the participants considered salary information as very important content on the corporate career websites. Some interviewees mentioned that they would not apply at a hospital organization that does not provide content about salary on the career website and in vacancies. They choose to apply somewhere based on what they will earn.

Other content that is considered important is content about the identity and culture of hospital organizations. Information about these themes gives the potential applicants insight in what it would be like to work there. This confirms findings of Cober, et al. (2000) and Dineen, et al. (2002), who claim that information about the identity and culture provides (potential) applicants insight in how well he or she fits within the organization. Also Cober et al. (2004) have found that the perception of organizational culture influences the interest of (potential) applicants in an employer.

Cable and Graham (2000) found that content related to training received a significant proportion of attention in (potential) applicant evaluations of an employment opportunity. They also mentioned that information about developmental opportunities influences the interest of a (potential) applicant in an employer. The interviewees in the current study considered content about career development to be important because they wanted to know what possibilities the hospital organization had to offer them.

In the case of other content, the current study showed that the (potential) applicants would like the career websites to offer information about the different divisions in the hospital. They also wanted targeted information. This content is aimed at specific groups of potential applicants, and helps the (potential) applicant to decide if they are the right one to apply. This finding is supported by the statement of Hiltrop (1999). He mentions that in order to recruit suitable employees, an organization should tailor and target their recruitment efforts to specific groups of potential employees.

5.2 Research question 2

The aim of the second study was to investigate what information interviewees representing Dutch hospital organizations consider to be important on their corporate career websites. In the opinions of the interviewees on the importance of providing salary information, a dichotomy is visible. Although the literature declares that the provision of specific information regarding both salary and benefits has a

positive influence on (potential) applicants (Barber and Roehling, 1993; Maurer, Howe and Lee, 1992), some of the interviewed hospital representatives do not provide information about salary on their corporate career website or in their vacancies. These hospitals explained that by not providing the information, their chances on attracting a good candidate would be higher. In their opinion they would have a better position in salary negotiations. Also, by not providing information about salary, they would not discourage people with higher salary expectations.

Other interviewees do think it is important to provide salary information in terms of providing a scale, a range, or a maximum salary. These hospital organizations want to be open in their communication; even if that means some (potential) applicants will not apply. Both Newell (2005) and Hiltrop (1999) agree that it is important that the information communicated to potential employees is honest and contains positive as well as negative information, in order to match the potential employee's expectations with reality.

Even though benefits are according to the CAO of the hospitals and therefore are the same in almost every situation, most interviewed hospital representatives mention the benefits in their vacancies. Some hospital organizations also give more extensive information on their corporate career website.

The results of the interviews reveal that it is difficult for hospital organizations to provide content about their identity and culture. The organizations are large and even though the identity and values are the same in the entire hospital, the translation of these values can be different and can sometimes lead to a different culture per division. Despite of this, it is not considered easy to provide information about culture and identity. Nevertheless, most hospitals do think it is vital to share information about identity and culture. Hospital organizations that do share information about identity and culture, use employee testimonials to communicate this most of the time. Cober et al. (2000) argue that employee testimonials provide a human touch and enhance feelings of identification with the hiring organization.

According to the interviews, hospital representatives also differ in their perception on the importance of content about career development and training opportunities. Some of the interviewed hospital employees mentioned that the development of employees is very important. Therefore they have a close cooperation with their own training academies in the hospitals. Other hospitals are less informative about training and career opportunities. Cable and Graham (2000) found that information about developmental opportunities influences the interest of a (potential) applicant in an employer.

When the interviewees were asked what content is emphasized on their websites, people of the general hospitals and top clinical hospitals think of their vacancies as most important. This is in line with the study of Young and Foot (2005), who state that by far the most frequent element found on career sites is information about open job positions. This is different for the corporate career websites of the university hospitals, who consider sharing content about what it is like to work at the hospital to be more important.

5.3 Research question 3

In the second study the focus was on content that Dutch hospital organizations provide on their corporate career websites. The content analysis showed that more than half of the hospitals did not provide specific content about salary on their career website. However, most hospitals did provide salary information in the available non-medical vacancies and medical support vacancies. In vacancies for medical doctors,

salary information was often not provided. An explanation for this could be that most medical doctors are not employed at hospitals, but hired as independent doctors or are part of a partnership. Benefits were provided by most of the hospital organizations, both on the career website as in the vacancies. Content about the CAO was also provided on most of the career websites and in the vacancies.

Not all hospitals provided content about identity and organizational culture. History, core values, the ambition of the hospital organization and an organizational chart was available on less than a fifth of the websites. Content about organizational identity and employee testimonials were presented on half of the websites. According to Cober et al. (2004) the lack of personal content on corporate career websites, such as employee testimonials, could be a strategic mistake as personal stories attract applicants and show the human side of the organization. Also, Cober, et al. (2000) state that showing the people one may encounter while on the job, allows an applicant to make a more informed assessment of his/her fit with an organization.

More than half of the corporate career websites provided content about career development and almost all hospitals presented content about training opportunities. However, this information was mainly focused on medical training.

Person-organization fit messages were provided by half of the hospital organizations on their career websites. Results of Hu, Su and Chen (2007) suggest that individuals who regard themselves as having a better fit with an organization are more likely to find that organization attractive. Furthermore, their findings suggest that the recruitment websites' real-time feedback on the individual's fit with an organization influences the applicant's attraction to the organization. Only one hospital provided real-time feedback by a test on their website.

Only a small group of hospital organizations offered targeted content for most function groups on their corporate career website. According to Cober, et al. (2004), corporate career websites enable organizations to explicitly target recruitment messages to different applicant groups, because of "relaxation of spatial constraints" (p. 202). Now most of the time targeted messages were only aimed at interns and volunteers. Also content about the different divisions in the hospital was unavailable on most of the career websites of Dutch hospital organizations.

According to Cober, et al. (2004) realistic job previews have been found to significantly affect recruitment and other outcomes, such as initial job expectations, turnover and performance (Breaugh & Starke, 2000; Phillips, 1998). In the case of the Dutch hospital organizations, three out of four career websites provided these job previews.

5.4 Relationship between findings

The aim of the two studies was to present an overview of what (potential) applicants consider important content on career websites of Dutch hospital organization, what hospital organizations consider important content on their website and what content these hospital organizations present on their corporate career websites. Based on earlier research (Cober, et al., 2004), the main focus was on salary and benefits, organizational culture and identity and content on training and career development. In this section, the relationships between the answers to the research questions and different themes are presented.

5.4.1 Relation between findings on salary and benefits

The results of the studies confirm that the (potential) applicants perceive content about salary as very important on the corporate career websites. Some interviewees even stated that they would not apply somewhere where they do not provide content about salary on the career website and in vacancies. Therefore it is notable that not all hospital organizations consider providing this information. Some interviewed hospital representatives state that they deliberately do not provide salary information and they do so in their own interest. They want to attract as many good candidates as possible and when a salary is mentioned, they think that they might miss out on good candidates. When looking at the answers of (potential) applicants, the reason why these hospitals might miss out on these candidates is because they do not provide this information. The content analysis shows that on almost half of the current career websites of Dutch hospital organizations, no content about salary is available. Most hospitals did provide salary information in the available non-medical vacancies and medical support vacancies. In vacancies for medical doctors, salary information was often not provided. In conclusion, in a lot of cases, there is a gap in what is requested and what is provided. Hospitals can be more attractive employers when they are open and honest in their communication about salary and fortunately, some organizations already do.

Information about benefits is also considered important by (potential) applicants, because they want to compare the new benefits to their current situation. The representatives of the hospital organizations also consider it important to provide this information. In some cases they find it difficult to use them to distinguish themselves as an employer, because most benefits are according to the CAO of the hospitals in almost every situation. The content analysis shows that four fifth of the hospital organizations provided information about benefits on their career website.

5.4.2 Relation between findings on organizational culture and identity

The content about the identity and culture of hospital organizations is considered very important by (potential) applicants. Although (potential) applicants need this information to see what kind of organization the hospital is and what it would be like to work there, the interviews with hospital representatives show that it is complicated for hospital organizations to provide content about their identity and culture. Hospitals are large organizations with a lot of different divisions and therefore the translation of identity and cultural aspects could be very different. This also has to do with the type of division and the type of patients. In for example a dialysis unit, the same patients visit regularly to dialyze and this might lead to another culture than divisions where many different patients stay. However, most hospitals do think it is vital to share information about identity and culture and the content analysis shows that content about organizational identity and employee testimonials were provided on half of the websites. Considering the fact that (potential) applicants perceive this information as very important, hospitals should try to capture their identity and share this on the corporate career website.

5.4.3 Relation between findings on training and career development

The (potential) applicants that participated in the interviews considered content about career development important, because this information provided insight in the possibilities the hospital organization had to offer them in terms of development opportunities. The interviews with the

hospital representatives show that they differ in their perception on the importance of content about career development and training opportunities. Some of the interviewed hospital employees mentioned that the development of employees is very important. Therefore they have a close cooperation with their own training academies in the hospitals. Other hospitals are less informative about training and career opportunities, for example because of low training budgets. The content analysis shows that more than half of the corporate career websites provide content about career development and almost all hospitals present content about training opportunities. However, this information was mainly focused on medical training. Therefore, hospital organizations should keep in mind that the available information about training and career opportunities on their corporate career website is suitable for both medical and non-medical (potential) applicants and that this type of information is very important for (potential) applicants.

5.4.4 Relation between findings other content

Other content that deserves more attention on corporate career websites according to (potential) applicants is related to targeted messages on the career websites, namely information about the different divisions in the hospital and what it is like to work there. In the case of the Dutch hospital organizations, three out of four career websites provided job previews. This type of content helps the potential applicant to decide if they are the right one to apply or not and is therefore very important. Only a small group of hospital organizations offered targeted content for most function groups on their corporate career website. In other available cases, most of the time targeted messages were only aimed at interns and volunteers. Also content about the different divisions in the hospital was unavailable on most of the career websites of Dutch hospital organizations. Most hospital organization could provide more targeted information to attract (potential) applicants. The interviews showed that they consider this important.

The representatives of general and top clinical hospital organizations think of their vacancies as most important content on their career website. This is different for the corporate career websites of the university hospitals, who consider sharing content about what it is like to work at the hospital to be more important. This is in line with what (potential) applicants consider important. Actual person-organization fit messages were provided by half of the hospital organizations on their career websites. Only one hospital provided real-time feedback by a test on their website. Therefore hospitals should think about ways to make (potential) applicants experience a person-organization fit.

5.5 Implications

The contribution of the current study to theory is a confirmation of the preference of potential applicants for content about compensation, culture, identity and career opportunities. The study provides insights in what hospitals consider important content, a subject that is underexposed in other literature. Also this study provides the first content analysis that focused on and includes the entire population of Dutch hospital organizations.

Practical implications of the study are the insights it provides to hospital recruiters. The study shows that hospital organizations have to market themselves to attract (potential) applicants. Instead of the emphasis on vacancies on the career websites, the emphasis should be on providing information that shows the (potential) applicant what it is like to work in the hospital and what the hospital organization

has to offer them. Hospitals who are deliberately not providing content about salary must realize that this also might have consequences for the people who apply. Being open in information about salary will also ensure that people apply at the hospital. This applies to almost every type of information. When hospitals are honest and transparent about what applicants can expect, it will attract and retain the right applicants. Therefore also content about culture and identity is vital. Even though the translation of values and other cultural aspects may vary in different divisions, there is an overarching statement, mission or vision for almost every hospital. Another important aspect that recruiters should keep in mind is that a hospital is not only focused on medical staff. There are countless other non-medical professions, so hospitals should make sure that these people also feel attracted. An example is the information on training, which is currently aimed at medical professionals most of the time. A concrete way to provide the content which is described above in an appealing way is the use of targeted information for all function groups. In that way all relevant information can be provided, for example about the different divisions in the hospital. This provides a lot of insight in the work environment.

Not only hospital organizations are going to face a shortage in staff, the shortages will also occur in technical, care and transportation occupations. The shortage will be greatest in construction, but also the transport, care and the industry will face great difficulty in the finding of qualified personnel (Ruis, et al., 2012). Therefore the findings of this study might also have implications for some of these fields, for example care in nursing homes. The external validity of the study might be limited for technical and transportation occupations, because the demographic characteristics of these groups might be different from the health care sector.

5.6 Limitations

This research focused on the content on corporate career websites of Dutch hospital organizations and the content considered important by (potential) applicants and hospital organizations. Three limitations have emerged during the research that could limit the validity of the findings. First, all interviewed medical (potential) applicants were below the age of thirty. Therefore they might prefer different content than older people. It should be noted, however, that although the participants were younger, all but one had work experience in a hospital, some for several years.

A second limitation could be that almost three-fourth of the interviewed (potential) applicants were women. They might have different expectations about content on career websites than men. At the same time, women compose 78 percent of the healthcare industry's workforce (Kirchheimer, 2007), so that would mean that the gender diversity in (potential) applicants represented the actual ratio in workforce.

The last limitation is the fact that all non-medical (potential) applicants are considered high-educated. They all have a HBO degree or an academic degree. It could be that (potential) applicants with lower educations have other expectations concerning content on career websites. Therefore, in future studies, education levels should be more representative for the entire population.

5.7 Future research

Future research should address the following topics. First, research could focus on the way hospitals present themselves as attractive and distinctive employers on their career website. These aspects are the basis of employer branding and can be used to attract (potential) applicants.

Further, the interviews and content analysis showed that the hospitals organizations differ in what they consider important on their corporate career website. Only nine hospital organizations were represented in the interviews. Future research should include more hospitals to see if the current results still hold.

Other research could address the actual content about culture and identity on corporate career websites. The current study merely looked at the presence, but no attention has been paid to the subjects and concrete expressions.

Another interesting research subject is the strategy hospitals use to attract (potential) applicants online. What is the role of the corporate career websites? Are hospital organizations involved in social media? Future research should include more interviews with hospital organizations to study those strategies.

Also future research is encouraged to discover the influence of different categorizations on the content on career websites of hospitals, for example the type of hospital, the geographic location of a hospital (urban/countryside), hospital size, etc. A cluster analysis can uncover the influence of these aspects on the corporate career websites.

6. Conclusion

The aim of the two studies was to present an overview of what (potential) applicants consider important content on career websites of Dutch hospital organization, what hospital organizations consider important content on their website and what content these hospital organizations present on their corporate career websites. Based on earlier research (Cober, et al., 2004), the main focus was on compensation (salary and benefits), organizational culture and identity and content about training and career development. The results of the study show that these aspects are considered important by (potential) applicants and therefore support the findings of the literature on recruitment in regard to this content. Not all hospital organizations consider these content themes as important and also a lot of websites do not provide this content on their career website. Therefore there is a difference in the preference of (potential) applicants and the hospital organizations when it comes to provided content about compensation (salary and benefits), organizational culture and identity and content about training and career development.

Additional content that deserves more attention on corporate career websites is related to targeted messages on the career websites, namely information about the different divisions in the hospital and what it is like to work there. In that way the hospital organizations can establish a person-organization fit and therefore recruit the 'suitable' employees and reject the 'wrong' ones (Newell 2005).

The current studies suggest that hospitals should approach the content on their corporate career website in a different view. In many cases, the emphasis is only on the vacancies. But, the workforce will increase and the amount of vacancies will grow. So a paradigm shift should be made towards the understanding that (potential) applicants are consumers of employment information rather than mere applicants that need to be screened (Selden & Orenstein, 2011; Cober et al., 2004). When hospital organizations realize and respond to this, they are able to participate in the war for talent.

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Appendix 1

Interviewvragen werkzoekende

Inleiding bij binnenkomst

Als u het goed vindt wil ik het interview graag opnemen, zodat ik het later kan verwerken en ik me nu op het gesprek kan richten. Na het uitwerken zullen de opnames worden vernietigd.

Ik zal me allereerst even voorstellen. Mijn naam is Annemieke Tissink en ik volg op dit moment de Master Communication Studies aan de Universiteit Twente. Voor mijn afstuderen wilde ik mij verdiepen in Employer Branding.

Employer branding is de moeite die een organisatie doet om een duidelijk beeld te geven wat de werkgever anders en aantrekkelijk maakt. Dit is zowel intern naar het bestaande personeel als extern naar potentiële medewerkers. (Vertaling van Backhaus en Titoo, 2004).

Er zijn heel veel middelen die ingezet kunnen worden om een werkgever te promoten. Ik richt mij in mijn onderzoek op de websites die ziekenhuizen inzetten om nieuw personeel te werven. De vragen in het interview zullen hierop betrekking hebben.

Dit gesprek is vertrouwelijk, dat betekent dat in mijn uiteindelijke onderzoeksverslag uw naam niet zal worden genoemd.

Algemene vragen

- Wat is uw leeftijd?
- Wat is uw opleiding?
- Hoe lang bent u op zoek naar een baan in het ziekenhuis?/hoelang al nieuwe baan?
- Wanneer heeft u voor het laatst gesolliciteerd?
- Heeft u al werkervaring in het ziekenhuis?
- Wat zijn aspecten die een ziekenhuis volgens u een aantrekkelijke plek om te werken maken?
 - Kunt u hierover meer vertellen?

Brede vragen over zoeken naar baan via website ziekenhuis

- Welke kanalen gebruikt u voor het zoeken naar een baan in het ziekenhuis?
 - Indien geen website benoemd → Stel dat u de website van een ziekenhuis zou bezoeken, vraag stellen
 - Indien wel website benoemd → U gebruikt de website van een ziekenhuis, vraag wanneer voor het laatst website is bezocht.
- Wat is volgens u belangrijke informatie die een ziekenhuis op hun website heeft staan voor werkzoekenden?
 - Waarom vindt u dit?
- Wat is hierin het meest belangrijk?
 - Waarom vindt u dit?
- Hoe zou de ideale wervingswebsite voor werkzoekenden uitzien?
 - Welke elementen wilt u terug zien?
 - Waarom?

Diepe vragen over zoeken naar baan via website ziekenhuis

- Hoe belangrijk is voor werkzoekenden de aanwezigheid van algemene informatie over het ziekenhuis op het wervingsgedeelte van de website?
 - Waarom vindt u dit zo belangrijk?

- Hoe belangrijk is voor werkzoekenden de aanwezigheid van informatie over de opleidingsmogelijkheden en bijscholingen binnen het ziekenhuis?
 - Waarom vindt u dit zo belangrijk?

- Hoe belangrijk is voor werkzoekenden de aanwezigheid van informatie over de salarissen binnen het ziekenhuis?
 - Waarom vindt u dit zo belangrijk?

- Hoe belangrijk is voor werkzoekenden de aanwezigheid van informatie over de arbeidsvoorwaarden die gelden in het ziekenhuis?
 - Waarom vindt u dit zo belangrijk?

- Hoe belangrijk is voor werkzoekenden de aanwezigheid van informatie over de cultuur en de werksfeer binnen het ziekenhuis?
 - Waarom vindt u dit zo belangrijk?

Appendix 2

Interviewvragen HR-medewerker ziekenhuis

Inleiding bij binnenkomst

Als u het goed vindt wil ik het interview graag opnemen, zodat ik het later kan verwerken en ik me nu op het gesprek kan richten. Na het uitwerken zullen de opnames worden vernietigd.

Ik zal me allereerst even voorstellen. Mijn naam is Annemieke Tissink en ik volg op dit moment de Master Communication Studies aan de Universiteit Twente. Voor mijn afstuderen wilde ik mij verdiepen in Employer Branding.

Employer branding is de moeite die een organisatie doet om een duidelijk beeld te geven wat de werkgever anders en aantrekkelijk maakt. Dit is zowel intern naar het bestaande personeel als extern naar potentiële medewerkers. (Vertaling van Backhaus en Titoo, 2004).

Er zijn heel veel middelen die ingezet kunnen worden om de werkgever te promoten. Ik richt mij in mijn onderzoek op de websites die ziekenhuizen inzetten om nieuw personeel te werven. De vragen in het interview zullen hierop betrekking hebben. Ik vraag u te antwoorden uit oogpunt van het ziekenhuis, mocht uw persoonlijke mening afwijken van dit standpunt, geeft u dit dan aan.

Dit gesprek is vertrouwelijk, dat betekent dat in mijn uiteindelijke onderzoeksverslag uw naam en de naam van het ziekenhuis niet zullen worden genoemd.

Algemene vragen

- Hoe lang bent u werkzaam in het ziekenhuis?
- Wat is uw functie en wat zijn de bijbehorende werkzaamheden?
- In hoeverre bent u in uw functie betrokken bij het wervingsgedeelte op de website?

Algemene vragen over wervingsactiviteiten

- Kunt u omschrijven wat de speerpunten zijn van het personeelsbeleid van het ziekenhuis met betrekking tot het aantrekken van personeel?
- Wat is het onderscheidend vermogen van dit ziekenhuis t.o.v. andere ziekenhuizen?
- Wat maakt het ziekenhuis als organisatie aantrekkelijk voor sollicitanten?
- Op welke manier communiceert het ziekenhuis om het onderscheidend vermogen en de aantrekkelijkheid als werkgever neer te zetten? (denk aan communicatie, marketing, hr?)
- Wie is er verantwoordelijk voor de communicatie over de aantrekkelijkheid van het ziekenhuis als werkgever?
 - Waarom deze rolverdeling?
- In de komende jaren wordt er door vergrijzing en ontgroening een groot tekort aan personeel verwacht in de gezondheidszorg. Merken jullie daar al iets van?
- Bereiden jullie je daar al op voor? Op wat voor manier?

Brede vragen over inzet wervingswebsite

- Welke rol heeft de website bij de werving van nieuw personeel?
 - Waarom is deze strategie gekozen?
- Hoe is de wervingswebsite tot stand gekomen? Kunt u iets over dat proces vertellen?

- Op welke manier draagt de website bij aan het promoten van het ziekenhuis als aantrekkelijke werkgever?
 - Waaruit blijkt dit?
- In hoeverre zijn de communicatie-uitingen van het ziekenhuis op het gebied van werving gericht op het sturen van verkeer naar uw wervingswebsite?
 - Waarom?
- Waarop ligt de nadruk binnen jullie wervingswebsite?
 - Waarom?
- Wat zijn de meest belangrijke elementen op een wervingswebsite?
 - Waarom?

Diepe vragen over inzet wervingswebsite

- In hoeverre bied uw wervingswebsite informatie over opleidingsmogelijkheden en bijscholingen binnen het ziekenhuis?
 - Waarom kiest het ziekenhuis hiervoor?
- In hoeverre bied uw wervingswebsite informatie over salaris en arbeidsvoorwaarden?
 - Waarom kiest het ziekenhuis hiervoor?
- In hoeverre bied uw wervingswebsite informatie over de cultuur binnen het ziekenhuis?
 - Waarom kiest het ziekenhuis hiervoor?
- In hoeverre bied uw wervingswebsite informatie over doorgroeimogelijkheden binnen het ziekenhuis?
 - Waarom kiest het ziekenhuis hiervoor?

Appendix 3

Coding scheme – Content analysis corporate career websites Dutch hospitals

Hospital:.....

Homepage address:.....

If present, corporate career website address:.....

Introduction:

This study is about the corporate career websites of Dutch hospitals. Corporate career websites are known in various forms. For example the part of an organizations' homepage where the company presents itself as an employer. Another example can be a separate website of an organization, only focused on the company as an employer.

Coding instruction:

Start at the corporate homepage of the hospital. Follow the coding scheme and circle the answer that applies to the situation of the hospital. Is the answer not provided in the coding scheme? Please circle 'other' and fill out the applicable answer.

General information		
1 Province	In what province is the hospital situated?	1 = Noord-Holland 2 = Zuid-Holland 3 = Groningen 4 = Flevoland 5 = Utrecht 6 = Zeeland 7 = Limburg 8 = Noord-Brabant 9 = Gelderland 10 = Overijssel 11 = Drenthe 12 = Friesland
2 Type	What type of hospital is it?	1 = academic 2 = general 3 = top clinical
3 Number of beds	Does the <i>corporate website (for example in an annual report) or the corporate career website</i> mention the number of beds in the hospital?	0 = information not available 1 = < 100 2 = 100-200 3 = 201-300 4 = 301- 400 5 = 401-500 6 = 501-600 7 = 601-700 8 = 701-800 9 = 801-900 10 = 901-1000

		11 = >1000, nr _____
4 Number of employees	Does the <i>corporate website (for example in an annual report) or the corporate career website</i> mention the number of employees that are working in the hospital (when mentioned separately, including medical doctors?)	0 = information not available 1 = yes, fill out: 9 = information only available in FTE
5 Number of employees in FTE	Does the <i>corporate website (for example in an annual report) or the corporate career website</i> mention the number of FTE working in the hospital (when mentioned separately, including medical doctors?)	0 = information not available 1 = yes, fill out: 9 = information only available in number of employees
6 Career information	Is the career information available on the <i>corporate website</i> ? <i>If the career information is available in a section on the corporate website, fill out the coding scheme only about the career section!</i>	0 = no, there is no information at all 1 = yes, there is a link to a separate recruitment website 2 = yes, the career information is available on the corporate website 9 = other, fill out:
7 Labeling	How is the section with recruitment information on the <i>corporate website</i> labeled?	1 = Vacatures 2 = Werken en leren 3 = Werken bij 9 = other, fill out:
8 Categorized	Are the vacancies on the <i>corporate career website</i> categorized?	0 = no 1 = yes, by function group 2 = yes, by department 9 = other, fill out:

Content about salary, CAO and benefits on the corporate career website and in vacancies

9 Salary on corporate career website	Does the <i>corporate career website</i> provide general salary information? <i>(text in vacancies excluded)</i>	0 = no 1 = yes → If yes, fill out below what kind of information is available.
10 CAO on corporate career website	Does the <i>corporate career website</i> provide information about the CAO? <i>(text in vacancies excluded)</i>	0 = no, there is no information about the CAO 1 = yes, on the website the type of CAO is mentioned, but no link is provided 2 = yes, on the website the type of CAO is mentioned, a link is provided 3 = yes, on the website the complete CAO is provided 9 = other, fill out:
11 Benefits on corporate career website	Is there information on job benefits <i>on the corporate career website</i> ?	0 = no 1 = yes, the website provides information on benefits in the hospital, but no details are revealed (only titels, no

	(text in vacancies excluded)	description) 2 = yes, the website provides a description of several benefits in the hospital 3 = yes, the website provides information on benefits in the hospital, per group of employees 9 = other, fill out:
12 Salary in non-medical vacancies	Do non-medical vacancies provide salary information? <i>If the vacancies are categorized, always select the first non-medical vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i> Non-medical vacancies can be: <ul style="list-style-type: none"> - Management - ICT - Finance - Communication - Marketing - HR - Facility (cleaning, maintenance, etc) 	0 = no, there is no salary mentioned in the non-medical vacancy 1 = No, salary depends on age/experience/resumé 2 = No, only the job evaluation system is mentioned 3 = Yes, the scale number is provided 4 = Yes, the salary range is provided 5 = Yes, the maximum salary is provided 6 = Yes, the maximum and scale number are provided 7 = Yes, the salary range and scale are provided 8 = Yes, the exact salary is provided 9 = other, fill out: 99= no non-medical vacancy available
13 CAO in non-medical vacancies	Do non-medical vacancies provide information about the CAO? <i>If the vacancies are categorized, always select the first non-medical vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i> Non-medical vacancies can be: <ul style="list-style-type: none"> - Management - ICT - Finance - Communication - Marketing - HR - Facility (cleaning, maintenance, etc) 	0 = no, there is no CAO mentioned in the non-medical vacancy 1 = yes, in the non-medical vacancy the CAO is mentioned 2 = yes, in the non-medical vacancy the CAO is mentioned and a link is provided 9 = other, fill out: 99= no non-medical vacancy available
14 Benefits in non-medical vacancies	Do non-medical vacancies provide information about benefits? <i>If the vacancies are categorized, always select the first non-medical vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i> Non-medical vacancies can be: <ul style="list-style-type: none"> - Management - ICT - Finance - Communication - Marketing - HR - Facility (cleaning, maintenance, etc) 	0 = no 1 = yes, the non-medical vacancy mentions the fact that there are benefits in the hospital 2=yes, the non-medical vacancy provides information on benefits in the hospital, but no details are revealed (only titels, no description) 3 = yes, the non-medical vacancy provides a description of benefits in the hospital 4 = yes, the non-medical vacancy provides a link to information about benefits 9 = other, fill out: 99= no non-medical vacancy available
15 Salary in medical support	Do medical support vacancies provide salary	0 = no, there is no salary mentioned in the medical support

vacancies	<p>information?</p> <p><i>If the vacancies are categorized, always select the first medical support vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i></p> <p><i>Medical support vacancies are all medical vacancies except the medical specialists, ANIOS and AIOS.</i></p> <p><i>So for example paramedical functions, nurses, assistants, etc.</i></p>	<p>vacancy</p> <p>1 = No, salary depends on age/experience/resumé</p> <p>2 = No, only the job evaluation system is mentioned</p> <p>3 = Yes, the scale number is provided</p> <p>4 = Yes, the salary range is provided</p> <p>5 = Yes, the maximum salary is provided</p> <p>6 = Yes, the maximum and scale number are provided</p> <p>7 = Yes, the salary range and scale are provided</p> <p>8 = Yes, the exact salary is provided</p> <p>9 = other, fill out:</p> <p>99= no medical support vacancy available</p>
16 CAO in medical support vacancies	<p>Do medical support vacancies provide information about the CAO?</p> <p><i>If the vacancies are categorized, always select the first medical support vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i></p> <p><i>Medical support vacancies are all medical vacancies except the medical specialists, ANIOS and AIOS.</i></p> <p><i>So for example paramedical functions, nurses, assistants, etc.</i></p>	<p>0 = no, there is no CAO mentioned in the medical support vacancy</p> <p>1 = yes, in the medical support vacancy the CAO is mentioned</p> <p>2 = yes, in the medical support vacancy the CAO is mentioned and a link is provided</p> <p>9 = other, fill out:</p> <p>99= no medical support vacancy available</p>
17 Benefits in medical support vacancies	<p>Do medical support vacancies provide information about benefits?</p> <p><i>If the vacancies are categorized, always select the first medical support vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i></p> <p><i>Medical support vacancies are all medical vacancies except the medical specialists, ANIOS and AIOS. So for example paramedical functions, nurses, assistants, etc.</i></p>	<p>0 = no</p> <p>1 = yes, the medical support vacancy mentions the fact that there are benefits in the hospital, but no details are revealed</p> <p>2= yes, the medical support vacancy provides information on benefits in the hospital, but no details are revealed (only titles, no description)</p> <p>3 = yes, the medical support vacancy provides a description of benefits in the hospital</p> <p>4 = yes, the medical support vacancy provides a link to information about benefits</p> <p>9 = yes, other, fill in:</p> <p>99= no medical support vacancy available</p>
18 Salary in medical doctors' vacancies	<p>Do medical doctors' vacancies provide salary information?</p> <p><i>If the vacancies are categorized, always select the first medical doctor vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i></p> <p><i>Medical doctor vacancies are vacancies for medical specialists, ANIOS and AIOS.</i></p>	<p>0 = no, there is no salary mentioned in the medical doctor vacancy</p> <p>1 = No, salary depends on age/experience/resumé</p> <p>2 = No, only the job evaluation system is mentioned</p> <p>3 = Yes, the scale number is provided</p> <p>4 = Yes, the salary range is provided</p> <p>5 = Yes, the maximum salary is provided</p>

		<p>6 = Yes, the maximum and scale number are provided</p> <p>7 = Yes, the salary range and scale are provided</p> <p>8 = Yes, the exact salary is provided</p> <p>9 = other, fill out:</p> <p>99= no medical specialist vacancy available</p>
19 CAO in medical doctors' vacancies	<p>Do medical doctors' vacancies provide information about the CAO?</p> <p><i>If the vacancies are categorized, always select the first medical doctor vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i></p> <p><i>Medical doctor vacancies are vacancies for medical specialists, ANIOS and AIOS.</i></p>	<p>0 = no, there is no CAO mentioned in the medical doctor vacancy</p> <p>1 = yes, in the medical doctor vacancy the CAO is mentioned</p> <p>2 = yes, in the medical doctor vacancy the CAO is mentioned and a link is provided</p> <p>9 = other, fill out:</p> <p>99= no medical doctor vacancy available</p>
20 Benefits in medical doctors' vacancies	<p>Do medical doctors' vacancies provide information about benefits?</p> <p><i>If the vacancies are categorized, always select the first medical doctor vacancy available. If there is only a list of vacancies, selects the first non-medical vacancy in the list with vacancies.</i></p> <p><i>Medical doctor vacancies are vacancies for medical specialists, ANIOS and AIOS.</i></p>	<p>0 = no</p> <p>1 = yes, the medical doctor vacancy mentions the fact that there are benefits in the hospital, but no details are revealed</p> <p>2 = yes, the medical doctor vacancy provides information on benefits in the hospital, but no details are revealed (only titels, no description)</p> <p>3= yes, the medical doctor vacancy provides a description of benefits in the hospital</p> <p>4 = yes, the medical doctor vacancy provides a link to information about benefits</p> <p>9 = other, fill out:</p> <p>99= no medical doctor vacancy available</p>

Content about identity and organizational culture on the corporate career website

21 History on corporate career website	<p>Is there a review of the history of the hospital <i>on the corporate career website</i>?</p> <p><i>(text in vacancies excluded)</i></p> <p><i>Option 2 → A roll-over menu must also be counted a click!</i></p>	<p>0 = no</p> <p>1 = yes</p> <p>2 = no, but it is available on the corporate website in two or less clicks from the career section</p> <p>9 = other, fill out:</p>
22 Identity of hospital on corporate career website	<p>Does the <i>corporate career website</i> provide information regarding the identity of the hospital? (for example mission statement, profile, etc)</p> <p><i>(text in vacancies excluded)</i></p> <p><i>Option 2 → A roll-over menu must also be counted a click!</i></p>	<p>0 = no</p> <p>1 = yes</p> <p>2 = no, but it is available on the corporate website in two or less clicks from the career section</p> <p>9 = other, fill out:</p> <hr/> <p>- If present, is the information about the identity of the hospital displayed by text? 0 = no 1 = yes</p> <p>- If present, is the information about the identity of the hospital displayed by video? 0 = no 1 = yes</p>

		<ul style="list-style-type: none"> - If present, is the information about the identity of the hospital displayed by other media? 0 = no 1 = yes, namely.....
23 Core values on corporate career website	<p>Does the <i>corporate career website</i> provide information regarding the core values of the hospital?</p> <p><i>(text in vacancies excluded)</i></p> <p><i>Option 2 → A roll-over menu must also be counted a click!</i></p>	<p>0 = no</p> <p>1 = yes</p> <p>2 = no, but it is available on the corporate website in two or less clicks from the career section</p> <p>9 = other, fill out:</p>
24 Ambition on corporate career website	<p>Does the <i>corporate career website</i> provide information regarding goals or ambitions of the hospital for the future?</p> <p><i>(text in vacancies excluded)</i></p> <p><i>Option 2 → A roll-over menu must also be counted a click!</i></p>	<p>0 = no</p> <p>1 = yes</p> <p>2 = no, but it is available on the corporate website in two or less clicks from the career section</p> <p>9 = other, fill out:</p>
25 Hospital as an employer on corporate career website	<p>Does the <i>corporate career website</i> provide information about the hospital as an employer? (Examples: why work here?, hospital X as an employer)</p> <p><i>(text in vacancies excluded)</i></p>	<p>0 = no</p> <p>1 = yes</p> <p>9 = other, fill out:</p> <hr/> <ul style="list-style-type: none"> - If present, is the information about the identity of the hospital displayed by text? 0 = no 1 = yes - If present, is the information about the identity of the hospital displayed by video? 0 = no 1 = yes - If present, is the information about the identity of the hospital displayed by other media? 0 = no 1 = yes, namely.....
26 Slogan on corporate career website	<p>Is there a slogan <i>on the corporate career website</i>?</p>	<p>0 = no</p> <p>1 = yes, a corporate slogan, fill out:</p> <p>2 = yes, an employer branding slogan, fill out:</p> <p>9 = other, fill out:</p>
27 Employee testimonials on corporate career website	<p>Are there employee testimonials <i>on the corporate career website</i>?</p>	<p>0 = no</p> <p>1 = yes, focused on working in the hospital</p> <p>2 = yes, focused on working on a department</p> <p>3 = yes, focused on profession</p> <p>4 = focused on different themes</p> <p>9 = other, fill out:</p> <hr/> <ul style="list-style-type: none"> - If present, is the employee testimonial displayed by text? 0 = no 1 = yes - If present, is the employee testimonial displayed by video? 0 = no 1 = yes

		- If present, is the employee testimonial displayed by other media? 0 = no 1 = yes, namely.....
28 Organizational chart on corporate career website	Is there an organizational chart <i>on the corporate career website</i> ? <i>Option 3 → A roll-over menu must also be counted a click!</i>	0 = no 1 = yes, organizational chart on the corporate career website 2 = yes, there is a link to an organizational chart on the corporate website 3 = no, but it is available on the corporate website in two or less clicks from the career section 9 = other, fill out:

Content about development opportunities on the corporate career website

29 Training	Is there information provided about training opportunities available to employees in the hospital <i>on the corporate career website</i> ? <i>(text in vacancies excluded)</i>	0 = no, there is no information 1 = yes, there is information on medical training 2 = yes, there is information on medical training and non-medical training 9 = other, fill out:
30 Training	How is the information about training opportunities available to employees in the hospital presented <i>on the corporate career website</i> ?	0 = no, there is no information 1 = there is a link to another website of the hospital (for example: academy) 2 = yes, the website mentions the fact that there are opportunities for training in the hospitals, however no details are revealed 3 = yes, the website provides information about the training opportunities. Possibilities for training programs are discussed 4 = yes, the website provides a detailed list of training opportunities, specified for employee groups 9 = yes, other, fill out:
31 Career development	Is there information provided about career development opportunities available to employees in the hospital <i>on the corporate career website</i> ? <i>(text in vacancies excluded)</i>	0 = no, there is no information 1 = no, but there is a link to another website of the hospital (for example: academy) 2 = yes, the website mentions the fact that there are career development opportunities in the hospitals 3 = yes, the website provides information about the career development opportunities. Possibilities for training programs are discussed 4 = yes, the website provides a detailed list of career development opportunities, specified for employee groups 9 = yes, other, fill out:

Other content on the corporate career website

32 Departments	Is there information about the different departments in the hospital <i>on the corporate</i>	0 = no
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	<i>career website?</i>	1 = yes 9 = other, fill out:
33 Application procedure	Does the <i>corporate career website</i> provide information about the application procedure? <i>(text in vacancies excluded)</i>	0 = no 1 = yes 9 = other, fill out:
34 Targeted messages	Is there information specified for target groups (e.g. starters, interns, volunteers) <i>on the corporate career website?</i>	0 = no 1 = yes → If yes, for what groups? 9 = other, fill out:
35 Contact information	Does the <i>corporate career website</i> provide contact information (name/e-mail/telephone) where the applicant can direct questions? <i>(text in vacancies excluded)</i>	0 = no 1 = yes → If yes, what kind of contact information? 9 = other, fill out:
36 Person-Organization fit	Does the <i>corporate career website</i> provide tools to discover if an applicant matches the organization? (the Person-Organization fit) <i>(‘normal’ text on the website and vacancies excluded)</i>	0 = no 1 = yes → If yes, what kind of tools? 9 = other, fill out:
37 Online job preview	Does the <i>corporate career website</i> provide information describing a typical day or the main responsibilities of an employee? <i>(text in vacancies excluded)</i>	0 = no 1 = yes 9 = other, fill out: <hr/> <ul style="list-style-type: none">- If present, is the information describing a typical day or the main responsibilities of an employee displayed by text? 0 = no 1 = yes- If present, is the information describing a typical day or the main responsibilities of an employee displayed by video? 0 = no 1 = yes- If present, is the information describing a typical day or the main responsibilities of an employee displayed by other media? 0 = no 1 = yes, namely.....
38 Message CEO	Is there a message from the CEO/upper executive <i>on the corporate career website?</i> <i>(text in vacancies excluded)</i>	0 = no 1 = yes 9 = other, fill out: