

#lookingforajob

Social media put to the test:
Do they offer new opportunities
for attracting a new generation's labor force?

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Master thesis

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SAMENVATTING

De babyboomers verlaten de arbeidsmarkt, dus wordt deze krappere. Daarom wordt voor bedrijven het belang om talent aan te trekken groter. Dit doen ze tegenwoordig bijvoorbeeld met de tools die Web 2.0 met zich mee heeft gebracht. Ondanks hun veronderstelde voordelen is er weinig empirisch bewijs betreffende social-mediaeffecten op recruitmentuitkomsten. In dit onderzoek wordt nagegaan wat de effecten zijn van de snelle, peer-to-peer en wederkerige eigenschappen op de manier waarop sollicitanten organisaties beoordelen als potentieel werkgever. Hiervoor is een 2x2 experiment uitgevoerd om te onderzoeken of het inzetten van communicatie door medewerkers een positieve invloed heeft op conversational human voice, real-time communicatie, geloofwaardigheid van het bedrijf, organisatie-aantrekkelijkheid en de intentie om een baan na te jagen. De resultaten lieten zien dat communicatie met medewerkers niet positiever werd beoordeeld dan communicatie door de organisatie als geheel. Twitter scoorde hoger op real-time communicatiepercepties dan blogs. Er konden geen effecten op de andere afhankelijke variabelen worden aangetoond. Dit zou kunnen betekenen dat het gebruik van social media niet zo waardevol is voor het genereren van positieve recruitmentuitkomsten als in de praktijk wordt aangenomen. Tot slot worden de implicaties voor toekomstig onderzoek en voor arbeidsmarktcommunicatie in de praktijk besproken.

Trefwoorden: Arbeidsmarktcommunicatie, werkgeveerevaluaties, organisatiegeloofwaardigheid, Twitter, blog

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ABSTRACT

As the baby boomers are starting to leave the labor market, it will become more tight. Therefore, attracting the new generation of workers is becoming increasingly important for businesses, and Web 2.0 has brought various new media to do this. Despite their presumed advantages in practice, empirical support considering social media effects on prehire recruitment outcomes are scarce. This study investigates effects of its peer-to-peer and fast, two-way qualities on applicants' potential employer evaluations. A 2x2 experiment was conducted to investigate whether the deployment of employee communication and micro blog positively affected conversational human voice, real-time communication, corporate credibility, organizational attractiveness and job pursuit behavior. Results showed employee communication was not evaluated more positively than communication from the organization as a whole. Also, Twitter scored higher on real-time communication perceptions than blogs. This might mean social media use might not be as valuable for generating recruitment outcomes as previously assumed. Practical implications and future research directions are discussed.

Keywords: Labor market communication, employer evaluations, corporate credibility, Twitter, blog

CONTENTS

Introduction.....	1
Study background.....	4
Method.....	8
Results.....	11
Discussion.....	14
References.....	17
Appendix A: Screenshots of materials.....	21
Appendix B: Measures.....	33

INTRODUCTION

The war for talent

The importance of finding talent is increasing. The coming thirty years, the Dutch population will strongly age. In five years the baby boomers will

start to leave the labor force, with less labor replacing them. By 2015 the Dutch labor force will already be decreased with 775.000 workers (CBS, 2010). According to estimates this will lead to deficits and recruitment difficulties in many sectors, as now already are emerging, for example in IT. This development poses businesses with the challenge to identify what they need to do in order to remain successful in the years ahead. A number of questions are becoming of increasing importance: how can organizations attract the best candidates? How can they find them before their competitors do? Which channels should they deploy to find and attract this new work force? How can they engage and connect with new talent already in early recruitment stages?

Generation Y has entered the labor force

The new generation of young professionals is often referred to as Generation Y (Tulgan, 2011). Many qualities are ascribed to them, including feeling more comfortable in informal than in formal settings, digitally skilled, socially active - online as well as offline, and connecting their digital and physical world seamlessly (Martin, 2005; Liu e.a., 2011). Likely to be their first point of contact with an organization is the corporate website (Reeve, Highhouse, & Brooks, 2006). More recent market survey research shows this still is the case (Studentalent, 2012). Leaving a positive first impression through this website is considered important, because this may influence candidates' further steps like applying for a job (e.g. Allen et al., 2004; Cable & Yu, 2006; Van Hoyer & Lievens, 2009). However, only having a corporate site of good quality is not sufficient. A tighter labor market demands for an active search for applicants as well as building relationships already in the preparatory phase of the recruitment process, as this is the phase in which job seekers orientate and generate possible alternatives (Blau, 1994). The rapid development of information technology, with Web 2.0 as starting point, has introduced highly engaging tools and new ways of interacting, such as instant messaging, blogging, micro blogging, and other social networks (Liu ea., 2011). These enable peer-to-peer interaction directly with employees, making communicating with businesses low-threshold, as well as interacting faster than they used to do via official channels.

Thus, the importance of web-based sources other than official recruitment sites has increased in practice. However, research has been lacking to focus on them (Van Hoyer & Lievens, 2007). Also, it is only recently that researchers

have started to examine possibilities of influencing reactions to organization-provided recruitment information by means of the used communication media (e.g. Allen, Van Scotter & Otondo, 2004; Walker ea., 2009; Van Hoyer & Lievens, 2007; Walker ea., 2009). Specifically, the distinct effects of other than official recruitment channels and media like weblogs, micro blogs, and organization-independent channels particularly presenting interpersonal company information, should be examined (Van Hoyer & Lievens, 2007).

Social media

In practice the spectrum of these channels has already been expanded with social media like blogs and Twitter. Although the phenomenon is in a stage where there are only few best practices to derive insights from, businesses are becoming more and more involved in using them: they are increasingly being employed in official as well as non-official corporate communications.

There is some evidence employee blogs are perceived to convey human communication attributes (Kelleher & Miller, 2006; Kelleher, 2009). Therefore, micro blogging with an employee should be perceived having human communication attributes as well. One essential difference when comparing blogs and micro blogs to traditional recruitment media lies in their facilitation of one-on-one conversations between businesses and potential applicants. On the other hand, specifically inherent to Twitter is its speed and ongoing interaction (Smith, 2010), which render it a perfect place for conversations between businesses and their stakeholders. Why is the micro blog doing so well in practice of professional communication? Perhaps it is an appropriate place

for immediate interaction because of its character-count limits and frequent updates (Smith, 2010).

In order to understand the developments of personal communication on the one hand, and fast, sequent interaction on the other, one must take one step back to their key aspects as well as the ideological and technological foundations of Web 2.0, where all social media are founded upon. Web 2.0's philosophy is "about relinquishing control, it's about openness, it's about trust and authenticity" (Merholz, 2005). It allows for the creation and exchange of User Generated Content (USG) (Kaplan & Haenlein, 2010), in contrast with Web 1.0, where content was published in a top-down, one-way manner allowing little user control. Social media are in fact Web 2.0 applications, which facilitate remixing data from multiple sources (O'Reilly, 2007); and easily creating, sharing, and exchanging information between users (Kaplan & Haenlein, 2010).

Recruitment 2.0

When applying this to recruitment, the Web 2.0 environment makes it easier for job seekers to communicate with businesses as equals instead of businesses conveying top-down persuasion (Kaplan & Haenlein, 2010). Various organizations provide openness by displaying their social media feed (mostly Twitter) directly onto their website.

Employees blog about their work activities as well as their personal life (Efimova & Grudin, 2007). The peer-to-peer interactions that are inherent to blogs and Twitter can provide applicants with more insight into, for example, the recruitment process, and facilitate communication with potential employers' staff members. It also makes it easier to put businesses to the test (Blackshaw, 2008): the pro-active applicant's

opinions - positive as well as negative - are publicly shared on social network sites, communities, review sites and (micro)blogs. Thus, private conversations have moved to the public domain (Vermeulen, 2011). Especially Twitter demands handling fast when applicants address themselves *to* organizations or talk *about* them. Its speed, and not to forget widespread internet accessibility, makes it a valuable tool in crisis situations for example. There, information is now not only provided by institutional sources but also all the more by citizens (Mills ea., 2009).

The new means of control that consumers are given due to the emergence of social media, poses organizations with a number of important dilemmas and challenges (Constantinides e.a., 2008): they are questioning how to communicate with their target groups, and how to wield personal, fast corporate communication in order to (re-)establish applicants' corporate credibility perceptions (Blackshaw, 2008), and subsequent attitudes and behavioral intentions.

Also, even though in practice it is commonly assumed that organizations would do well to incorporate blogs and micro blogs in their communications in order to establish positive message as well as employer evaluations, there are implications to consider. When leaving corporate communication to the 'average' employee, businesses might run the risk of employees taking online followers with them when leaving the organization. However, solving this problem by focussing on a corporate account could take away the presumed advantages of one-on-one communication with an employee. This makes businesses question whether to prioritize their official account or not.

All together, little empirical support on the topic of deploying participatory media in recruitment is available (Breaugh, 2008). Therefore, it is important to find out whether employee communication and/or the use of social media cause differences in applicants' human interaction perceptions and real-time communication experience, as well as credibility perceptions, consequent organizational attractiveness perceptions, and job pursuit intentions.

This adds up to the following research question:

"To what extent does exposure to fast, peer-to-peer communication from employees, positively influence applicants' potential employer evaluations?"

Differences in these evaluations will be assessed by means of a 2 x 2 experimental design, that attempts to identify the effects of personal recruitment communication on the other hand, and fast, subsequent recruitment communication through micro blog on the other. Personal communication is operationalized by means of an employee communicating corporate recruitment messages as opposed to the organization as a whole, whereas for fast, subsequent communication, micro blogs are deployed. The design's underlying theoretical foundations and concepts are discussed below.

STUDY BACKGROUND

Perceived corporate credibility, organizational attraction and job pursuit intentions

Originated from advertising research, it has made its entrance in recruitment research as well (Newell & Goldsmith, 2001). Here, corporate

credibility is considered a valuable asset. The effect of source credibility has increased in recent years. Eisend (2004) argues, "whereas the idea and the concept of source credibility haven't changed in the course of time, consumers and consumption behavior have changed during the last decades. This has probably also led to a change of the impact of source credibility". The overall growth of effect size is stronger for cognitive- and attitude effects than for e.g. emotional and behavioral effects (Eisend, 2004). The increasing impact of source credibility may be a cause of growing consumer cynicism about advertising and brands, and an overall increase of consumers' critical assessment of brands. This entails necessary efforts by organizations to come across credible (Blackshaw, 2008), in order to retain existing customers as well as acquiring new ones.

Why is corporate credibility important in recruitment research? A source's credibility of a source affects the credibility of the organization as a whole and is part of a company's overall reputation (Goldsmith, Lafferty & Newell, 2000). Corporate credibility is an important intervening process variable (Breaugh & Starke, 2000). This means it provides a link between perceived message qualities, (variables close to the message), and persuasion and subsequent behavior. More specifically, higher perceived corporate credibility is likely to positively affect perceptions of organizational attraction and intentions as well as behavior towards joining the organization (Pornpitakpan, 2004; Van Hove & Lievens, 2007; Herbig & Milewicz, 1995, Keller & Aaker, 1998; Eisend, 2004; Newell & Goldsmith, 2001).

Credibility has two core dimensions: trustworthiness and expertise (e.g. Fogg & Tseng, 1999; Fogg et al., 2001; Goldsmith, Lafferty &

Newell, 2000). Expertise captures the perceived skill and knowledge of the source, and can be defined by terms as experienced, skilful, competent, and so on. Trustworthiness captures the perceived goodness or morality of the source, and can be defined by terms as truthful, honest, well-intentioned, and so on (Fogg et al., 1999; 2001) – all human qualities applied to online interactions with various human or non-human sources. Although credibility and trust are different concepts (Fogg & Tseng, 1999), they certainly are related:

Credibility is the product of six core drivers, which are all in line with the aforementioned general trend in Web 2.0: authenticity, transparency, listening, responsiveness, affirmation, and trust (Blackshaw, 2008). Therefore, conveying these drivers in recruitment communication messages should also positively affect credibility. Trust being one of the key relational outcomes of conveying a human voice (Kelleher & Miller, 2006; Kelleher, 2009), indicates that a conversational human voice and corporate credibility are related. Along the lines of Blackshaw (2008), a personal communication style should contribute to high perceived credibility.

Personal communication

According to the source credibility framework, independent sources of company information are perceived to put forth higher credible information than company-dependent sources – such as the corporate web site - because they do not have the explicit purpose to ‘sell’ the organization. Van Hoya and Lievens (2007) label personal and web-based recruitment sources other than official channels as ‘online word-of-mouth’. This can be defined as any interpersonal communication independent of the

organization’s recruitment activities (Van Hoya & Lievens, 2007), about an organization as an employer or about specific jobs (Bone, 1995; Cable et al., 2000; Collins & Stevens, 2002; Van Hoya & Lievens, 2005). Van Hoya and Lievens argue word-of-mouth can only come from company-independent recruitment sources, however: social media are increasingly being deployed as channels to communicate about professional as well as personal activities. With employee blogging for example, boundaries between work and personal life have been fading (Efimova & Grudin, 2007). Herewith, the distinction between company-dependent and company-independent sources has become less clear as well.

Along these lines, job incumbents are perceived as being more credible than PR staff or recruiters, who are generally seen as the *least* credible information sources (Coleman & Irving, in: Breaugh, 2008), due to their direct linkage to the organization and their ulterior motive to promote it (Breaugh & Starke, 2000). This indicates that personal communication styles between organization staff and potential applicants might positively affect levels of corporate credibility, which is in turn a key factor for predicting further effects of labor market communication.

The question is: what should this personal employee communication look like when operationalized as an experimental variable, and does employee communication in fact provoke perceptions of human attributes?

Conversational human voice

Kelleher and Miller (2006) contributed to answering this question by developing and testing the ‘conversational human voice’ measure (hereinafter referred to as chv). They incorporated

the personal communication style in blogs and then captured the extent to which a message actually conveys human communication attributes by means of the chv. Kelleher (2009) describes the 'conversational human voice' as "an engaging and natural style of organizational communication as perceived by an organization's publics based on interactions between individuals in the organization and individuals in publics". These 'human voice' characteristics include public relations qualities which one would rather associate with participatory media as Twitter and blog, instead of traditional corporate communication: communicating with a sense of humor, admitting mistakes, treating others as human, and so on. The chv was first mentioned in Searls and Weinberger's (2001) 'The Cluetrain Manifesto'. They identified a human voice as currently noticeable in all computer-mediated communications between organizations and publics, encouraged by *all* participatory media.

Hence, micro blogs should as well as blogs possess a certain amount of human attributes. Employee blogging is expected to provoke perceptions of the presence of human communication attributes (Kelleher & Miller, 2006), however: neither Kelleher and Miller's (2006) nor Kelleher's (2009) studies took into account micro blogging or any differences between media, for that matter. Also, while focusing on differentiating between company-dependent and company independent sources, Van Hove and Lievens (2007) overlook specific media effects as well. In order to understand why, the theoretical groundwork of the conversational human voice, and more specifically: its deficiencies, have to be scrutinized.

Contingency interaction

This groundwork is formed by an interactivity approach called the 'contingency view' on interaction (Sundar et al., 2003). In this view, interactivity is increasingly seen as a process-related construct with a particular focus on the extent to which subsequent messages relate to each other - later messages recount the relatedness of earlier messages (Rafaeli & Sudweeks, 1997) – as well as a quality that lies within humans instead of media. More generally, one could speak of an ongoing shift from human-to-computer interaction (HCI) to computer-mediated-communication (CMC) (Sundar e.a., 2003; McMillan, 2006).

As a research construct, interactivity is widely used but often differently and poorly operationalized (McMillan, 2006). Literature is ambiguous about interactivity and research results have been mixed. Although it has become clear there are relationships interactivity and behavioral change (e.g. Changal, 2005), scholars do not agree upon its dimensions and wield different approaches towards the operationalization of interactivity. According to contingency interactivity proponents, interactivity lies within humans and the medium merely "simply serves to facilitate the interaction" (e.g. Schumann, Artis, and Rivera, 2001), as opposed to functional interactivity proponents, who argue interactive qualities lie within technological aspects of the medium (e.g. Sundar et al., 1998, in: Sundar et al., 2003; Heeter, 2000).

Functional interactivity

While Sundar et al. (2003) do give an accurate description of contingency interactivity they have not taken into account interactive media

attributes. Although human beings initiate interactions, the interactivity aspect lies not only in the fact that there is an *employee* interacting with applicants instead of a relatively anonymous organization. It also lies in the medium's *facilitation* of a higher interactivity level than it would when sending one-way messages. Media are designed whether or not to facilitate these (Heeter, 2000), by conveying one-way or two-way communication. With the switch of focus to human interaction, few scholars explored functional interactivity in recent years. Functional interactivity used to be operationalized in terms of functional features such as e-mail links, downloads, and feedback forms (Sundar et al., 2003).

However, as the media landscape is evolving, functional interactivity theory should be expanded with these new insights on social media as well. McMillan and Hwang (2002) have started by listing a number of *functional interactivity* factors that are prominent in a majority of interactivity definitions, namely: a) the amount of control vested with the end user; b) responsiveness; c) extent of dialogue between target group and organization; d) stakeholder involvement; e) time required for interaction; f) functions that enable customized feedback; g) simulation of interpersonal communication; h) speed; i) feedback; j) action & reaction; k) multimedia. In the current study, b), c), e), h), and i) are particularly important as they correspond with the aforementioned presumptive fast, sequent and two-way qualities of social media. Therefore, these aspects will be adopted in the current research, such that effect differences between functional and contingency interactivity aspects can be revealed. When assessing interactivity by means of the Measure of perceived

interactivity (MPI) (McMillan & Hwang, 2002), communication through Twitter is expected to score high on real-time communication.

Source vs. medium

Message perceptions cannot be obtained with solely manipulating the source by operationalizing personal communication. Differentiating between contingency (personal) and functional (medium) interactivity variables will gain a better understanding of their separate effects on message perceptions as well as corporate credibility, organizational attractiveness and job pursuit behavior. In order to differentiate between source and media outcomes in the current study, source differences should be examined between employee communication and the company as a whole, as well as media differences between micro blogs and blogs.

Perhaps the micro blog is so popular in the practice of professional communication because of its fast and two-way updates (Smith, 2010). Although frequently mentioned as an interactivity component, research focusing on two-way communication effects has been surprisingly sparse (Liu & Shrum, 2002). The current study attempts to gain insights in this area. Because of its facilitation of fast subsequent interaction, Twitter is expected to score higher on real-time communication perceptions than blog.

The success of recruitment communication outcomes could be a function of appropriateness of human qualities, media choice and context. To investigate possible effects of source and media choice on applicants' employer perceptions, different manipulations of recruitment source as well as recruitment medium should be incorporated. Differences in corporate credibility,

organizational attractiveness and job pursuit behavior outcomes between media while keeping message contents and source constant, would indicate that there are certain qualities to conversation media that can positively enhance credibility perceptions.

These differences will be assessed on the basis of the following hypotheses.

H1. Potential applicants who are exposed to Twitter have higher levels of perceived

- a. Real-time conversation,*
- b. Corporate credibility,*
- c. Organizational attractiveness, and*
- d. Job pursuit behavior*

than potential applicants who are exposed to a blog.

H2. Potential applicants who are exposed to corporate communication by an employee have higher levels of perceived

- a. Conversational human voice,*
- b. Corporate credibility,*
- c. Organizational attractiveness, and*
- d. Job pursuit behavior*

than potential applicants who are exposed to corporate communication by the organization as a whole.

METHOD

Participants

225 students and young professionals participated in the study. However, their answers to the control questions revealed merely one third of the responses was of use because the majority had not viewed the manipulation. Thus, the sample

existed of 86 participants, all Dutch, with their residences spread over the whole country and a few of them living abroad. Ages were of 19 to 33, with an average age of 25 years [standard deviation (SD) = 3.31]. They were all currently studying at or graduated from various universities in the Netherlands. A majority of participants was female (62%).

In the call to fill out the questionnaire, only people with job seeking experience were asked to participate. They were expected to have a more realistic perception of aspects they would look for in a job, because they had already experienced to assess those at a given point. The whole sample had job seeking experience, of which a great majority of participants had full-time job seeking experience (94.2%). The remainder had part-time job seeking experience. A majority of 71 participants (82.6%) was open to a new job or actively searching at the time of answering the questionnaire. The majority of the sample (83.7%) was formed by young professionals and students who would be graduating within one year. The remainder was a small group of students who were not in the last phase of their studies (16.3%).

Design

The hypotheses were tested by means of an online experimental research setting, consisting of a fictive web site and an online questionnaire. A 2 x 2 between-subjects design was applied with the following manipulations of the recruitment communication as independent variables: 1) Employee or organization as a whole; and 2) Blog or Twitter.

Recruitment source: Employee or organization as a whole

Half of the participants were presented with a personal page of Jill, Obsessed's HR employee. Her name was mentioned throughout the whole page, and her picture was shown as well as character traits. This is in contrast with the pages in the organization-conditions, where the Obsessed logo was displayed, Obsessed's slogan and no traits of the organization. Also, in the corporate conditions the passive voice was used in order to reinforce perceptions of distance as well as differences between impersonal corporate communication and personal employee communication. For example, when Jill would mention she is actively participating in a discussion at work at a given time, Obsessed would say that "at the moment, *there is* an ongoing discussion in the workplace". Additionally, Jill adds expressions of her feelings by using emoticons in her communication, while Obsessed omits these. Thus, although message contents were kept constant, stories were told in a slightly different manner suiting the conditions. To communicate in a more formal way in the corporate conditions, the passive voice was employed.

Medium: blog or Twitter

Participants were presented either a Twitter page or a blog. The first difference lies in the communication direction: the Twitter conditions held a question-answer structure between Jill/Obsessed and fictive potential applicants (with their own Twitter accounts), whereas the blog provided a monologue. The speed of communication varied as well: whereas the blog said to be written 2 days ago, the Twitter accounts show posting times from 5 hours until 5 minutes

ago. Posts are arranged from newest to oldest, emphasizing the speed of the communication, whereas the blog is written as an ongoing story. Here also, participants who viewed the blog were provided with the same information as participants who viewed the Twitter page.

The combination of these two experimental variables resulted in four different versions of the recruitment communication: employee Twitter; employee blog; corporate Twitter; and corporate blog. Screenshots of the four conditions as well as the other materials are provided in Appendix A.

Materials

The organization was chosen to be fictive in order to prevent foreknowledge bias. Obsessed was presented as a startup company to ensure participants would believe it was genuine. The website provided general company information, and employment information. The 'Home' section contained a short explication of Obsessed's philosophy. The 'Trends & inspiration' section showed images of Obsessed's collection. Providing an address and a route description served to add to Obsessed's truthfulness in being a real organization.

The website's focus was on job opportunities as its goal was to inform applicants about Obsessed as an employer. Obsessed was positioned as a young company with an informal atmosphere in which employees are encouraged to take initiative. The job opportunities page contained general information about the company as well as a description of a vacant position for a project- and community manager. The job description was broad so that it would be attractive to a large quantity of applicants. This

existence of this vacancy is communicated across the various job opportunities pages. The buttons directing to the manipulations are placed at the job opportunities section as well. The information about Obsessed Denim was identical in all conditions, except for the Twitter and blog pages and the pages with the buttons that led to them.

To enhance ecological validity as well as to control for order effects, the pages making up the site were *not* linked in any kind of way. The research situation had to be as lifelike as possible, and this implied that participants were free to navigate through the site. The control questions were meant to assure that they would view all of the pages, and only the participants that did were part of the sample.

Procedure

Participants were recruited by means of spreading the survey link at social media as Twitter, Facebook and LinkedIn. The link was posted by the researcher as well as other individuals through reposts and retweets. Additionally, the link was spreaded in a mailing amongst 5000 students and young professionals by a recruitment and staffing agency. However, response rates of the last activity were low because the present survey was the second of two surveys and most participants dropped out after the first one.

After participants had clicked on the link to the questionnaire, they arrived at a starting page. There, they were randomly assigned to one of the four conditions. The questionnaire was web-based, and it was composed by means of an online survey tool called SurveyGizmo (www.surveygizmo.com). After answering a few general questions about their social media use, participants were presented with Obsessed

Denim's website. Previous to clicking the website link, the questionnaire text mentioned the web site would close itself after 2.5 minutes. This was done in order for participants to view the materials equally long.

After viewing Obsessed's web site and being exposed to one of the four experimental conditions, potential applicants returned to the questionnaire and completed a web-based questionnaire to assess perceptions of functional interactivity, conversational human voice, corporate credibility, organizational attractiveness, job pursuit behavior, control questions for exposure to the manipulations, and demographic variables. Lastly, they were thanked for their participation.

Pilot

Previous to spreading the research link, a pilot was conducted to amongst five participants in order to check if they understood the questionnaire. Particular attention was paid to check if they understood the instruction text that preceded to Obsessed's web site, and if they would navigate to the manipulation. Hereafter, a few design adjustments were made. More social media icons were placed onto the web pages. Also, they were positioned on a more prominent place of the pages.

Measures

An overview of the measures used is provided in Appendix B.

Conversational human voice

The extent to which the manipulations were perceived to contain a 'human voice' was measured by a eleven-item scale from Kelleher and

Miller (2006). An example item is “tries to communicate in a human voice”. The items were rated on a seven-point rating scale, ranging from 1 = *completely disagree* to 7 = *completely agree*. Kelleher and Miller (2006) reported a Cronbach’s alpha of 0.87. In the current study, the Cronbach’s alpha coefficient was 0.89.

Real-time conversation

Perceptions of real-time conversation were measured with a selection of the constructs of the Measure of perceived interactivity, developed by McMillan and Hwang (2002). Three scales were developed, two of which were relevant for this study. The ‘real-time conversation’ and ‘no delay’ dimensions of interactivity were adopted because only those two investigated functional aspects of interactivity. However, as the Cronbach’s alpha coefficient of the no delay scale was 0.66, it was removed from further analyses. The items were rated on a seven-point rating scale, ranging from 1 = *absolutely not applicable to the social medium* to 7 = *very applicable to the social medium*. The internal consistency of the real-time conversation scale was 0.82.

Corporate credibility

Perceived corporate credibility was obtained with Newell and Goldsmith’s (2001) corporate credibility measure. The items were rated on a seven-point scale, ranging from 1 = *completely disagree* to 7 = *completely agree*. The Cronbach’s alpha coefficient was 0.84.

Organizational attractiveness

Obsessed’s attractiveness as an employer was measured with the organizational attractiveness measure of Aiman-Smith, Bauer & Cable (2001).

The scale’s seven-point items ranged from 1 = *completely disagree* to 7 = *completely agree*. Internal consistency of the scale was 0.85.

Job pursuit behavior

The extent to which participants were willing to actively pursue employment at Obsessed was measured with a seven-point rating scale developed by Aiman-Smith, Bauer & Cable (2001), ranging from 1 = *completely disagree* to 7 = *completely agree*. An example item is “I would attempt to gain an interview with this company”. Internal consistency of the scale was 0.94.

Demographic variables

Participants were asked to fill out their gender, age, level of current or completed education, job search experience, industry, social media experience, employment status, and level of interest in Obsessed and the vacancy they viewed.

RESULTS

Before presenting the results of the experiment, firstly the questions will be discussed that were asked to find out whether participants had viewed the manipulation or not. Two questions were asked to check if participants’ had viewed manipulations of the recruitment source as well as the recruitment medium. They were asked to indicate whether Jill or Obsessed Denim as a whole was providing the recruitment message, and which medium was used. Regarding the recruitment source, all participants correctly perceived Jill or Obsessed as a whole. Regarding the medium, all participants perceived viewing a Twitter account or a blog correctly.

A two-way between-groups multivariate analysis of variance (MANOVA) was performed to investigate whether source and medium predicted differences in scores on the dependent variables. Five dependent variables were used: real-time conversation, conversational human voice, corporate credibility, organizational attractiveness, and job pursuit behavior. In line with the hypotheses, conversational human voice was left

out of analysis for testing hypothesis 1, and for testing hypothesis 2, real-time communication was left out.

Analysis were done for main effects and two-way interactions between the two independent variables. The test results can be found in Table 1 (multivariate test results) and Table 2 (between-subjects effects) below.

Table 1. Multivariate test results for potential employer evaluations

	Wilks' λ	F	df	Significance	η^2
Source	.99	.28	4	.89	.01
Medium	.84	4.00	4	.01	.17
Source * Medium	.95	.78	5	.57	.05

Note: Interaction effects values are displayed for corporate credibility, organizational attractiveness and job pursuit behavior.

Table 2. Between-subjects effects per dependent variable

	F	df	Significance	η^2
Real-time communication				
Medium	13.27	1	.00	.14
Conversational human voice				
Source	.00	1	.98	.00
Corporate credibility				
Source	.49	1	.49	.01
Medium	.73	1	.40	.01
Source * Medium	.01	1	.92	.00
Org. attractiveness				
Source	.09	1	.76	.00
Medium	.04	1	.84	.00
Source * Medium	.08	1	.78	.00
Job Pursuit Behavior				
Source	.35	1	.56	.00
Medium	.55	1	.46	.01
Source * Medium	.14	1	.71	.00

Table 2 shows which dependent variables were affected by recruitment source and medium. As can be seen here, a main effect was found for the medium. There was a statistically significant difference between the blog and Twitter condition for the combined dependent variables. When the results for the dependent variables were considered separately, the difference to reach statistical significance was real-time communication. The partial eta-squared indicates that the effect size is considerable. No interaction effects were found.

Table 3 presents the mean scores on the two medium conditions for two-way communication. An inspection of the mean scores

indicated that participants in the Twitter conditions reported higher levels of real-time communication than participants in the blog conditions (see Table 3), as was formulated by Hypothesis 1b.

Although significant differences were found for real-time communication, no significant differences were found for perceptions of conversational human voice, corporate credibility, attractiveness, or intentions to pursue a job. This means variations in participants' scores on those variables were not caused by the medium they had viewed. As indicated by the partial eta-squareds, all effects found were small.

Table 3. Mean scores on the medium conditions

	Source		Medium	
	Jill	Obsessed as a whole	Twitter	Blog
Real-time communication	-	-	4.69 (.13)	4.03 (.13)
Conversational human voice	4.55 (.13)	4.54 (.13)	-	-
Corporate credibility	3.87 (.12)	3.99 (.13)	4.00 (.12)	3.85 (.12)
Organizational attractiveness	3.92 (.18)	3.84 (.19)	3.85 (.19)	3.91 (.19)
Job Pursuit Behavior	3.38 (.22)	3.19 (.23)	3.16 (.23)	3.40 (.23)

Note: Employer evaluations variables were measured on a seven-point scale, ranging from 1 = completely disagree to 7 = completely agree.

It should also be noted that no significant differences were found between the two variations of the recruitment source: the presence of an employee did not significantly affect participants' scores on any of the dependent variables. An employee or Obsessed as a whole

communicating the recruitment message did not significantly affect participants' potential employer evaluations. Thus, Hypothesis 2 was not supported. Partial eta-squareds indicate all effects found were small here as well.

DISCUSSION

Several conclusions may be drawn on the basis of the results of this study. This study has demonstrated the use of Twitter can provoke real-time communication perceptions. The extent to which a message was perceived as conveying real-time communication was greater when employment information was provided through Twitter than when the same information was provided through a blog. The effect size was considerable. However, medium choice could not be associated with differences in scores on the other dependent variables.

Further, participants who were exposed to communication from an employee, did not score significantly different on real-time communication, conversational human voice, corporate credibility, organizational attractiveness and job pursuit behavior than participants who viewed communication coming from Obsessed as a whole. In other words: for positive potential employer evaluations, it did not matter if Obsessed communicated in a personal, peer-to-peer manner or not.

Potential reasons for the absence of significant results can be divided in two main reasons: either the experiment was unsuccessful, or communicating interactively and personally with potential applicants is in fact not more favorable for recruitment outcomes compared to communication by a corporate account. Possible explanations are considered.

Sample issues

In experimental research in general, some issues are (partly) beyond the control of an experimental setting, for example, involvement. Although participation was voluntary, involvement and

motivational levels in an experimental setting are most likely bound to be lower than in real labor market communication settings. Because of that, participants could have scored lower on the dependent variables.

Because of the small sample size, the likelihood of a Type II error was greater. However, since most of the compared means were in line with what was predicted, there is no strong evidence the hypotheses will be hard to support in *any* research context. Exploring the predictive value of different types of employee communication will require a larger sample size. Moreover, the reason for the small sample size is most people who filled out the questionnaire, did not view the page with the manipulation. This could have been solved by placing social media on the website more prominently. However, this would take away part of the experimental materials' truthfulness. Herewith, the issue arises.

Experimental control issues

Manipulating the sources while maintaining some degree of external validity meant accepting a trade-off between experimental control and authenticity of stimulus materials. This can best illustrated by a few research design choices. Firstly, perhaps visible differences between the employee and the corporate conditions were too small. It is possible in both cases there was perceived a human voice to some extent, even though there was no actual human represented. For example, the small operationalization differences within the sources might have caused a relative shortage of personal attributes in the employee conditions, or too high human attributes perceptions when viewing Obsessed as a whole. In order to rule out rival explanations for research results as much as

possible, similarity of information in the conditions was required.

When having a closer look at the experimental design, the primary increase of human attributes lies in the adding of employee pictures (Jill's picture vs. Obsessed's logo) and a small biography about Jill. Obsessed's corporate account included a bio as well. Participants could have perceived the contents of the personal as well as the company message as equally personal. The alternative would be enhancing differences between employee conditions and institutional conditions. However, this possibly would have caused participants to perceive two different kinds of organizations. The light, informal style that is used fits Obsessed and if there would be used a different style in the corporate conditions, participants possibly would have perceived two kinds of organizations. This in turn would have caused problems in other areas when it comes to comparability of conditions. Where the one factor gets better, another one gets worse.

Secondly, potential applicants could not actively participate in the Twitter conditions. Those might have been less participatory and therefore generating a less vivid and less powerful experience in contradiction to actively Tweeting with an employee. This could have caused the absence of significant effects on participants' evaluations of Obsessed. However, operationalizations of such vivid experiences are problematic as they would considerably reduce experimental control.

Theoretical implications

Up to now, several studies have associated personal communication attributes with positive relational outcomes (e.g. Van Hove & Lievens, 2007; Kelleher & Miller, 2006; Kelleher, 2009), and

relationships between personal communication attributes and credibility, attractiveness and behavioral intentions are established in the source credibility framework (Eisend, 2004; Pornpitakpan, 2004) as well. Therefore, the cause for the absence of significant differences in employer evaluations is less likely to lie in the suitability of measures for the study or a general absence of relationships between personal communication and the dependent variables.

Returning to Searls & Weinberger's (2001) description of 'humanization' of communication, it is possible boundaries between employees and organizations are fading in general. As does Obsessed, many organizations communicate in a more 'human' and informal way than they used to (Searls & Weinberger, (2001; Blackshaw, 2008). Therefore, the absence of measurable differences do not necessarily mean personal and corporate communications cannot influence message and applicant variables per se. Maybe Twitter's fast conversational characteristics are affecting perceptions of dependent variables as well such that there could be no significant differences found.

Second, this study has demonstrated Twitter affects perceptions of real-time communication positively. It would be interesting to investigate why this is the case. Is it because of the short, sequent interactions with character limits, or does the time notation next to the Tweets play a greater part? In order to gain a greater understanding of Twitter effects in labor market communication, further investigating Tweets' separate effects can be useful.

Thirdly, other variables may played a role: tone of voice of the message, participant involvement, and so on, or there is a mediating variable that has been unknown up to now. For example,

participants working in fields that are not related to Obsessed's products and activities are expected to be less involved than the ones that do. Also, there might be other suitable dependent variables to explore in the context of labor market communication next to corporate credibility, organizational attractiveness, and job pursuit behavior.

Implications for future research

Several practical implications follow from the current study. Although recruitment communication increasingly features employees testifying about their work experiences, presumed effects on recruitment outcomes not been sufficiently underpinned by empirical studies.

Further exploration of personal employee communication can be done by operationalizing variables differently. For example, operationalizing personal communication could be done by using multiple employee sources who communicate the same message. Communication of a consistent message by multiple sources might result in more powerful attributions of credibility (Eisend, 2004). Also, differences between employee communication and corporate communication by the organization as a whole could be enlarged by other design aspects than visual design. For example, differences in writing styles when keeping source and medium constant, are worth exploring.

Concluding, as mentioned above, real-time communication was perceived highest in the Twitter conditions. This perhaps underscores the conversational value of this medium, apart from source differences. As exploration of medium effects of micro blog is still in an initial phase, further exploration considering effects of conversation can be done, apart from

operationalizing personal communication.

Practical implications

The general observation mentioned in the *experimental control issues* section can be extended to a ubiquitous problem in recruitment research, namely the difficulty of operationalization of theoretical concepts into a realistic practical situation. Either there is the enhancement of differences and running the risk of creating two different organizations with different identities, or keeping designs close to reality and obtaining no significant different results between groups. The current study's findings suggest that differences between corporate and personal communication might in practice not be as great as expected. Of course this remains conjecture, and further investigation is needed.

Even though results of this study do not give concrete reason to assume that the use of micro blog or employees as communicators positively affects credibility, organizational attractiveness, and job pursuit behavior, businesses can try to influence it indirectly through other recruitment activities. Engaging potential applicants in early recruitment phases remains important for attracting them, for example by image management, engaging in dialogue in other ways, invest in internships to connect with them in preliminary phases of the actual recruitment phases, and so on.

As mentioned in the introduction, organizations struggle with the question whether to focus on their corporate accounts in recruitment communication or not. A common problem in practice is the loss of online followers when a prominent employee leaves the organization. If positive effects provoked by employee communication in recruitment would indeed prove

to be negligible, the problem of losing followers when employees leave the organization, would be, to the utmost extent, solved. This issue should be further explored in recruitment research, as it will be of use for recruitment practice. This way, recruitment theory and practice would be brought somewhat closer to each other.

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APPENDIX A – Screenshots of study materials

The web pages are arranged as follows:

Page 22 – Home + Trends & inspiration pages

Page 23 – Shop & Contact pages

Page 24 – Job opportunities page: employee Twitter + corporate Twitter conditions

Page 25 – Job opportunities page: employee blog + corporate blog

Page 26 - Manipulation: employee Twitter

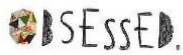
Page 27 – Manipulation: corporate Twitter

Page 28 – Manipulation: employee blog

Page 29 – Manipulation: corporate blog

Page 30 – Vacancy text

Page 31 – Blog contest text



Home Trends&Inspiration Shop Werken bij Contact

Get stylish.
Get inspired.

Get Obsessed.



Obsessed

Obsessed Denim is...

Mooie denim gemaakt met aandacht voor waar het vandaan komt en waar het naartoe gaat. De keuzes die wij maken als shoppers kunnen wel degelijk verschil maken. Obsessed gelooft in fashionable denim van duurzame afkomst tegen een redelijke prijs.

De katoenindustrie is er één die nodig moet worden wakker geschud. De feiten:

- De katoenindustrie is zeer belastend voor het milieu en groeit nog steeds.
- Chemicaliën komen vanuit de plantage in het drinkwater terecht en vergiften medewerkers. Hun arbeidsomstandigheden zijn slecht.
- Obsessed maakt denim van alternatieve materialen als hennepplanten en gerecyclede PET-flessen. Deze processen hebben een minimale CO2-uitstoot.
- De denim ziet er hetzelfde uit als katoen en is van gelijke of sterkere kwaliteit.

Wil jij bijdragen aan een groeiend Denim merk? Bekijk onze [vacatures!](#)



Home Trends&Inspiration Shop Werken bij Contact

Get stylish.
Get inspired.

Get Obsessed.





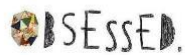
Get stylish.
Get inspired.

[Home](#) [Trends & Inspiration](#) [Shop](#) [Werken bij](#) [Contact](#)

Get Obsessed.

UNDER
CONSTRUCTION

Please come back soon!



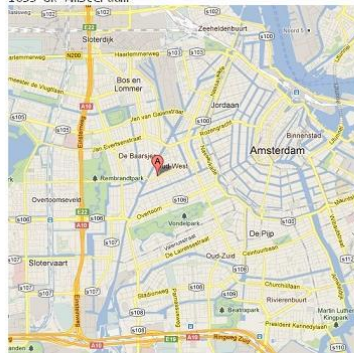
Get stylish.
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Get Obsessed.

Adres

Jan Pieter Heijestraat 159
1053 GK Amsterdam



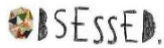
Route

Met openbaar vervoer

Vanaf Amsterdam Centraal Station:
Heem tram 17 richting Osdorp
Stap uit bij halte Jan Pieter Heijestraat (Kinkerstraat), Amsterdam

Overige richtingen:
Ga naar station Amsterdam Lelylaan





Get stylish.
Get inspired.

[Home](#) [Trends&Inspiration](#) [Shop](#) [Werken bij](#) [Contact](#)

Get Obsessed.

Jezelf blijven ontwikkelen, een uitdagende werkomgeving, bijdragen aan een groeiend denim merk en laten zien dat dat duurzaam en stylish hand in hand kunnen gaan. Dat is werken bij Obsessed.

Kom jij ons team versterken?

Reageer op onderstaande vacature of stuur een open sollicitatie naar Jill van der Meij: jill@obsessed-denim.com.
Je inzending voor de blog contest kun je sturen naar Marco Cheng: marco@obsessed-denim.com

[Vacature projectmanager](#)

[Blog contest!](#)



Jill

Marco

NOW:

Check out:



[Twitter](#)

Coming soon:



[Blog](#)



[Facebook](#)



[LinkedIn](#)



Get stylish.
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[Blog contest!](#)



NOW:

Check out:



[Twitter](#)

Coming soon:



[Blog](#)



[Facebook](#)



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[Home](#) [Trends & Inspiration](#) [Shop](#) [Werken bij](#) [Contact](#)

Get stylish.
Get inspired.

Get Obsessed.

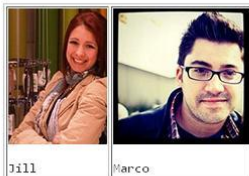
Jezelf blijven ontwikkelen, een uitdagende werkomgeving, bijdragen aan een groeiend denim merk en laten zien dat dat duurzaam en stylish hand in hand kunnen gaan. Dat is werken bij Obsessed.

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[Vacature projectmanager](#)

[Blog contest!](#)



Jill

Marco

NOW:

Check out:



[Blog](#)

Coming soon:



Twitter



Facebook



LinkedIn



[Home](#) [Trends & Inspiration](#) [Shop](#) [Werken bij](#) [Contact](#)

Get stylish.
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Jezelf blijven ontwikkelen, een uitdagende werkomgeving, bijdragen aan een groeiend denim merk en laten zien dat dat duurzaam en stylish hand in hand kunnen gaan. Dat is werken bij Obsessed.

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Reageer op onderstaande vacature of stuur een open sollicitatie naar jobs@obsessed-denim.com

[Vacature projectmanager](#)

[Blog contest!](#)



NOW:

Check out:



[Blog](#)

Coming soon:



Twitter



Facebook




LinkedIn

Startpagina

Verbinden

Ontdekken

Zoeken



Jill van der Meij

@jill_vdmeij

Obsesser van het eerste uur - HR - passie voor schrijven - doener - tikkeltje eigenwijs

Volgen

2,716 TWEETS

454 VOLGEND

585 VOLGERS

Tweeten naar Jill van der Meij

@jill_vdmeij

Tweets

Volgend

Volgers

Favorieten


Lijsten

Recente afbeeldingen

twitter

© 2012 Twitter Over Help Voorwaarden Privacy Blog Status Applicaties Bronnen Vacatures Adverteerders Bedrijven Media Ontwikkelaars


Tweets



Jill van der Meij @jill_vdmeij

@ienseL_v Tot en met volgende week, je hebt dus nog even :)


5m



Ine Vos @ienseL_v

@jill_vdmeij Tot wanneer kan ik solliciteren? Hoe lang loopt de sollicitatieperiode?


7m



Jill van der Meij @jill_vdmeij

Word jij onze nieuwe blogger? Laat het mij of @marco_chen84 weten en doe mee aan onze blog contest! bit.ly/KgvFij


22m



Jill van der Meij @jill_vdmeij

@ienseL_v nieuwe functietitel is met veel verwarring over de inhoud heb ik deze vermeden in de vacature. (2/2)


25m



Jill van der Meij @jill_vdmeij

@ienseL_v Vanwege het uitbreiden van onze community ben je zeker in het begin - zowel project- als communitymanager. Maar omdat dit een (1/2)


28m



Ine Vos @ienseL_v

@jill_vdmeij En ben je dan wel/geen communitymanager? Is me niet duidelijk...


1u



Jill van der Meij @jill_vdmeij

@ienseL_v Je combineert ondersteuning vd bloggers met het bewaken vd topicverhouding, trends, achtergrondinfo, nieuws, advies en interviews


1u



Ine Vos @ienseL_v

@jill_vdmeij In jullie vacature staat: 'Regie van ons blog'. Wat houdt dat in?


1u



Jill van der Meij @jill_vdmeij

@kben_alex Als je nog vragen hebt, Tweet, PM of mail me gerust even


2u



Jill van der Meij @jill_vdmeij

@kben_alex We zoeken een projectmanager, een afwisselende functie waarin je je passie voor denim maximaal kwijt kunt: bit.ly/K75FOd


2u



Alex van Huisstede @kben_alex

@jill_vdmeij Duidelijk. Ik ben eigenlijk op zoek naar een baan... Zijn er openstaande vacatures?


2u



Jill van der Meij @jill_vdmeij

@kben_alex De beste inzending geven we erepodium en wordt onze huisblogger. Je blogt op eigen titel en vergroot tegelijkertijd je bereik.


3u



Alex van Huisstede @kben_alex

@jill_vdmeij Leuk, maar wat levert het me op? :)


3u



Jill van der Meij @jill_vdmeij

op zoek naar medebloggers! Green fashion addict en lijkt dit je wat? Dan heb ik 'n prikkelende opdracht voor je: bit.ly/KgvFij (2/2)


3u



Jill van der Meij @jill_vdmeij

Ik schrijf veel blogs op dit moment, samen met @marco_chen84 die ze ook beheert. We willen wat meer variatie en zijn daarom... (1/2)


4u



Jill van der Meij @jill_vdmeij

@stephan1811De inhoud blijft nog even geheim, maar we gaan ig laten zien hoe uitdagend&innovatief groene mode kan zijn. Ik hou je hoogste!


4u



Stephan Adams @stephan1811

@jill_vdmeij Wat gaan jullie daar doen? Wat is jullie thema?


4u



Jill van der Meij @jill_vdmeij

Hard aan 't werk voor de Green Fashion Competition @ Amsterdam Fashion Week, zin in!

4u



Jill van der Meij @jill_vdmeij

Discussie met collega's @daphne_wolters en @marco_chen84 over bit.ly/IntolK. Komt het uit een film, een boek...? Wie van jullie weet het?

5u

26



Obsessed Denim

@obsessed_denim

Welkom op Obsessed's officiële Twitter account.
Get stylish. Get inspired. Get Obsessed.
www.obsessed-denim.com

[Volgen](#)

2,716 TWEETS

454 VOLGENDE

585 VOLGERS

Tweeten naar Obsessed Denim

- Tweets**
- [Volgend](#)
 - [Volgers](#)
 - [Favorieten](#)
 - [Lijsten](#)
 - [Recente afbeeldingen](#)

twitter

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- Tweets**
- 

Obsessed Denim @obsessed_denim 5m

@ienseL_v Solliciteren kan nog tot en met volgende week.
- 

Ine Vos @ienseL_v 7m

@obsessed_denim Tot wanneer kan ik solliciteren? Hoelang loopt de sollicitatieperiode?
- 

Obsessed Denim @obsessed_denim 22m

@ienseL_v Maar omdat deze functietitel vrij nieuw is en vaak verwarring oproept mbt de inhoud heb ik hem in de vacature vermeden.
- 

Obsessed Denim @obsessed_denim 25m

@ienseL_v De functie is - zeker in het begin - vanwege uitbreiden van onze community een combi van project- en communitymanager.
- 

Ine Vos @ienseL_v 28m

@obsessed_denim En ben je dan wel/geen communitymanager? Is me niet duidelijk...
- 

Obsessed Denim @obsessed_denim 1u

@ienseL_v Regie = combi van ondersteuning bloggers en bewaken vd topicverhouding: modetrends, achtergrondinfo, nieuws, advies, interviews
- 

Ine Vos @ienseL_v 1u

@obsessed_denim In jullie vacature staat: 'Regie van ons blog'. Wat houdt dat in?
- 

Obsessed Denim @obsessed_denim 1u

@ikben_alex Obsessed zoekt een projectmanager/afwisselende functie waar je je passie voor denim maximaal in kwijt kunt: bit.ly/K75FOd
- 

Alex van Huisstede @ikben_alex 2u

@obsessed_denim Duidelijk: Ik ben eigenlijk op zoek naar een baan... Zijn er openstaande vacatures?
- 

Obsessed Denim @obsessed_denim 2u

@ikben_alex De beste inzending krijgt een erepodium, én de schrijver wordt 'huisblogger': blog op eigen titel & je bereik vergroten via ons.
- 

Alex van Huisstede @ikben_alex 2u

@obsessed_denim Leuk, maar wat levert het me op? :)
- 

Obsessed Denim @obsessed_denim 3u

willem bloggen. Doe mee aan deze prikkelende opdracht: bit.ly/KgvFj (2/2)
- 

Obsessed Denim @obsessed_denim 3u

Binnenkort wil Obsessed een aantal nieuwe bloggers verwelkomen; daarom is een zoektocht gestart naar green fashion addicts die (1/2)
- 

Obsessed Denim @obsessed_denim 4u

@stephan1811 Inhoud blijft nog geheim, maar het thema: laten zien hoe uitdagend&innovatief groene mode kan zijn. Ontwikkelingen hier te volgen!
- 

Stephan Adams @stephan1811 4u

@obsessed_denim Wat gaan jullie daar doen? Wat is jullie thema?
- 

Obsessed Denim @obsessed_denim 5u

Hard aan 't werk voor de Green Fashion Competition op de Amsterdam Fashion Week!
- 

Obsessed Denim @obsessed_denim 5u

Intern is 'n discussie gaande over herkomst van bit.ly/IntOLk. De vraag is of het uit een boek komt of uit een film. Wie weet het?

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Obsessed met... bloggen

Gisteren, 17.20. Interm is een discussie gaande over de herkomst van onderstaande tekst. Komt het uit een boek, uit een film...? Wie weet het?



Op af en toe een dergelijke stevige discussie na wordt er hier hard gewerkt. Zo zit Obsessed midden in de voorbereidingen voor de Amsterdam Fashion Week en de deelname aan de Green Fashion Competition. Hoe de inzending er precies uitziet blijft nog geheim, maar het heeft alles te maken met laten zien hoe uitdagend en innovatief groene mode kan zijn. Onze volgers kunnen op de hoogte blijven via Twitter: @obsessed_denim en het Obsessed-blog.

Bloggen doen onze medewerkers graag. Echter, het wordt steeds drukker; binnenkort wil Obsessed een aantal nieuwe bloggers verwelkomen; daarom is er een zoektocht gestart naar green fashion addicts die willen bloggen. Doe mee aan deze prikkelende opdracht:

En vogue is: 'in de mode zijn'. Wat is de betekenis van 'modieus'? Elk seizoen een nieuwe garderobe? Of bewustzijn van de impact van een kledingstuk op het milieu?

We kijken uit naar de reacties. Wees creatief! De beste inzending krijgt een erepodium, en wie weet een positie als 'huisblogger': bloggen op eigen titel, en het vergroten van je bereik via ons. Voor degenen met interesse in meer dan bloggen: Obsessed zoekt een nieuwe collega, die zijn/haar passie voor denim wil vertalen naar afwisselende projecten waar hij/zij alle creativiteit in kwijt kan!

Een van de taken van deze functie als projectmanager is de regie van ons blog. Hier wordt een combinatie gemaakt van ondersteuning van de bloggers en het bewaken van de verhouding tussen topics: modetrends, achtergrondinformatie, nieuws, advies en interviews. Er is dus veel vrijheid om dit naar eigen inzicht in te delen en de eigen bijdrage te bepalen. Ook start de projectmanager direct met een ander groot project: het opzetten van een community, waardoor de functie – zeker in het begin – meer een combinatie is van project- en communitymanager. Deze laatste is een relatief nieuwe functie die niet altijd een duidelijke definitie heeft. Om verwarring te voorkomen is deze titel in de vacature vermeden.

Bij interesse in bloggen en/of het Obsessed-team versterken, of bij vragen, Tweet of reageer hieronder (persoonlijke gegevens worden niet getoond), dan wordt er contact met je opgenomen. De functieomschrijving en de sollicitatieprocedure zijn beschreven in de vacature op www.obsessed-denim.com/jobs. De sollicitatieperiode loopt tot en met volgende week.

Obsessed

@obsessed_denim

Inzendingen voor de blog contest kunnen gestuurd worden naar:
contest@obsessed-denim.com

★ Like Wees de eerste om post te waarderen.



Welkom op het officiële blog
van Obsessed Denim.

• Get stylish
• Get inspired
• Get Obsessed.

Geef een reactie

Vacature projectmanager

Ben je net afgestudeerd of al een tijdje aan het werk? Wil je een afwisselende baan met veel ruimte om te bepalen wat je wil doen, en last but not least: heb je affiniteit met mode en/of denim in het bijzonder? Lees dan verder!

Wij:
zijn werkzaam in een industrie die nodig moet worden wakker geschud. De verbouwing van katoen in z'n huidige vorm is belastend voor het milieu en vergiftigt plantagemeedewerkers door de chemicaliën die men gebruikt. Wij vinden dit onnodig en geloven in fashionable denim van duurzame afkomst tegen een redelijke prijs.

De functie:
is er één met gevarieerde taken. Jij gaat Obsessed op de kaart zetten, onder andere door bloggers aan ons te binden en een community op te starten. Omdat we nieuw zijn is deze nog niet zo groot; hier ga jij verandering in brengen. De tijd waarin 'duurzaam' gelijk stond aan vormeloze kleding in bruintinten, is voorbij. Aan jou de taak om over te brengen dat denim zowel mooi als duurzaam kan zijn.

Taken en verantwoordelijkheden:

- Het bedenken en implementeren van nieuwe manieren om de zichtbaarheid en naamsbekendheid van Obsessed te vergroten. Je verzorgt de interactie en binding met de consument via onze online social kanalen, alsmede de online zichtbaarheid van Obsessed
- Het opzetten van de webshop coördineren
- Je weet wat de communityleden doen, wat hun behoeften zijn en hoe Obsessed daarin kan voorzien. Je weet wie geïnteresseerd is in Obsessed en waarom en je zet deze kennis in om dit verder door te ontwikkelen. Aan de andere kant weet je wat er speelt in de mode-industrie en kun je daarop inspelen
- Evenementen en activiteiten zijn een goed middel voor face-to-face contact met mensen uit de community en de markt. Jij bepaalt waar en met welk doel Obsessed vertegenwoordigd is en organiseert zelf activiteiten
- Blogs: Je buigt je o.a. over de vragen: welke content krijgt een plek en welke juist niet? Hoe gaat de samenstelling van de bloggers eruit zien? Wat kunnen wij te bieden? Ook blog je zelf

Jij bent:

- Ervaren met online media
- In het bezit van een HBO- of WO-diploma. Een afgeronde sociale-, bedrijfs- of gedragsstudie is een pré omdat deze goed aansluiten, maar we willen dit geen beperking laten vormen. Denk jij dat je perfect bent voor de functie? Overtuig ons!
- Initiatiefrijk, positief ingesteld en sociaal zeer vaardig; je bent continu bezig met contacten leggen en onderhouden. Je weet Obsessed goed te presenteren bij het publiek.
- Een goede schrijver: je schrijft foutloos en gemakkelijk en verliest tijdens het schrijven het doel van de tekst niet uit het oog

- In staat zowel zelfstandig als in teamverband aan meerdere projecten tegelijk te werken, waarvan je de inhoud grotendeels zelf bepaalt

Wij bieden:

- De vrijheid om zelf invulling te geven aan de functie, die past bij jouw ambitie en behoeften: je begint als projectmanager en van daaruit kijken we samen naar mogelijkheden op andere gebieden
- De mogelijkheid om jezelf te blijven ontwikkelen
- Een werkplek in Amsterdam. Je bent veel onderweg - bijvoorbeeld naar een congres in Parijs of New York, of producenten in Turkije - maar het blijft belangrijk om face-to-face contact te hebben met je collega's
- Een fulltime functie met marktconform salaris en goede secundaire arbeidsvoorwaarden (o.a. 13^e maand, 8% vakantietoeslag en reiskostenvergoeding)

Solliciteren doe je als volgt:

- door je CV naar ons op te sturen, én;
- door een blogpost of een video van max. vijf minuten te maken, waarin jij toelicht waarom je graag de nieuwe community- en project manager van Obsessed wil worden. Wanneer je kiest voor een blogpost wordt een presentatie toegevoegd tijdens het sollicitatiegesprek.

Blijf op de hoogte van werken bij Obsessed via:



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Get Obsessed.

Ben jij die green fashion addict die met ons gaat bloggen? Over topics als modetrends, achtergrondinformatie, nieuws, advies en interviews, kortom: alles wat met mode& denim te maken heeft? Doe mee aan de blog contest!

En vogue is: 'in de mode zijn'. Wat is volgens jou de betekenis van 'modieus'? Elk seizoen een nieuwe garderobe? Of bewustzijn van de impact van een kledingstuk op het milieu? Wij zijn erg benieuwd naar jullie ideeën. Schrijf een prikkelende blogpost en mail deze naar contest@obsessed-denim.com. De beste inzending geven we een erepodium én je sleept er een positie als 'huisblogger' uit: jij blogt op eigen titel, en wij vergroten jouw bereik. Wees creatief, succes!



[Back](#)

APPENDIX B – Measures

Note: All variables were measured on 7-point scales (1 = strongly disagree; 7= strongly agree).

I. Conversational Human Voice (Kelleher & Miller, 2006)

Obsessed Denim...

1. Is open to dialogue
2. invites people to conversation
3. uses conversation-style communication
4. tries to communicate in a human voice
5. tries to be interesting in communication
6. uses a sense of humor in communication
7. provides links to competitors
8. attempts to make communication enjoyable
9. would admit a mistake
10. provides prompt feedback addressing criticism with a direct, but uncritical manner
11. treats me and others as human

II. Real-time communication (McMillan & Hwang, 2002)

This measure's instruction differed slightly: "Please indicate how well the following statements or characteristics describe the social medium you have just seen."

1. Enables two-way communication
2. Enables concurrent communication
3. Non concurrent communication
4. Is interactive
5. Primarily one-way communication
6. Is interpersonal
7. Enables conversation
8. Is passive
9. Loads fast
10. Loads slow
11. Operates at high speed

III. Corporate credibility (Newell & Goldsmith, 2001)

1. Obsessed has a great amount of experience.
2. Obsessed is skilled in what they do.
3. Obsessed has great expertise.
4. Obsessed does not have much experience.
5. I trust Obsessed
6. Obsessed makes truthful claims.
7. Obsessed is honest.
8. I do not believe what Obsessed tells me.

IV. Organizational attractiveness (Aiman-Smith, Bauer & Cable, 2001)

1. This would be a good company to work for
2. I would want a company like this in my community
3. I would like to work for this company
4. This company cares about its employees
5. I find this a very attractive company

V. Job pursuit behavior (Aiman-Smith, Bauer & Cable, 2001)

1. I would accept a job offer from this company
2. I would request more information about this company
3. If this company visited campus I would want to speak with a representative
4. I would attempt to gain an interview with this company
5. I would actively pursue obtaining a position with this company
6. If this company was at a job fair I would seek out their booth