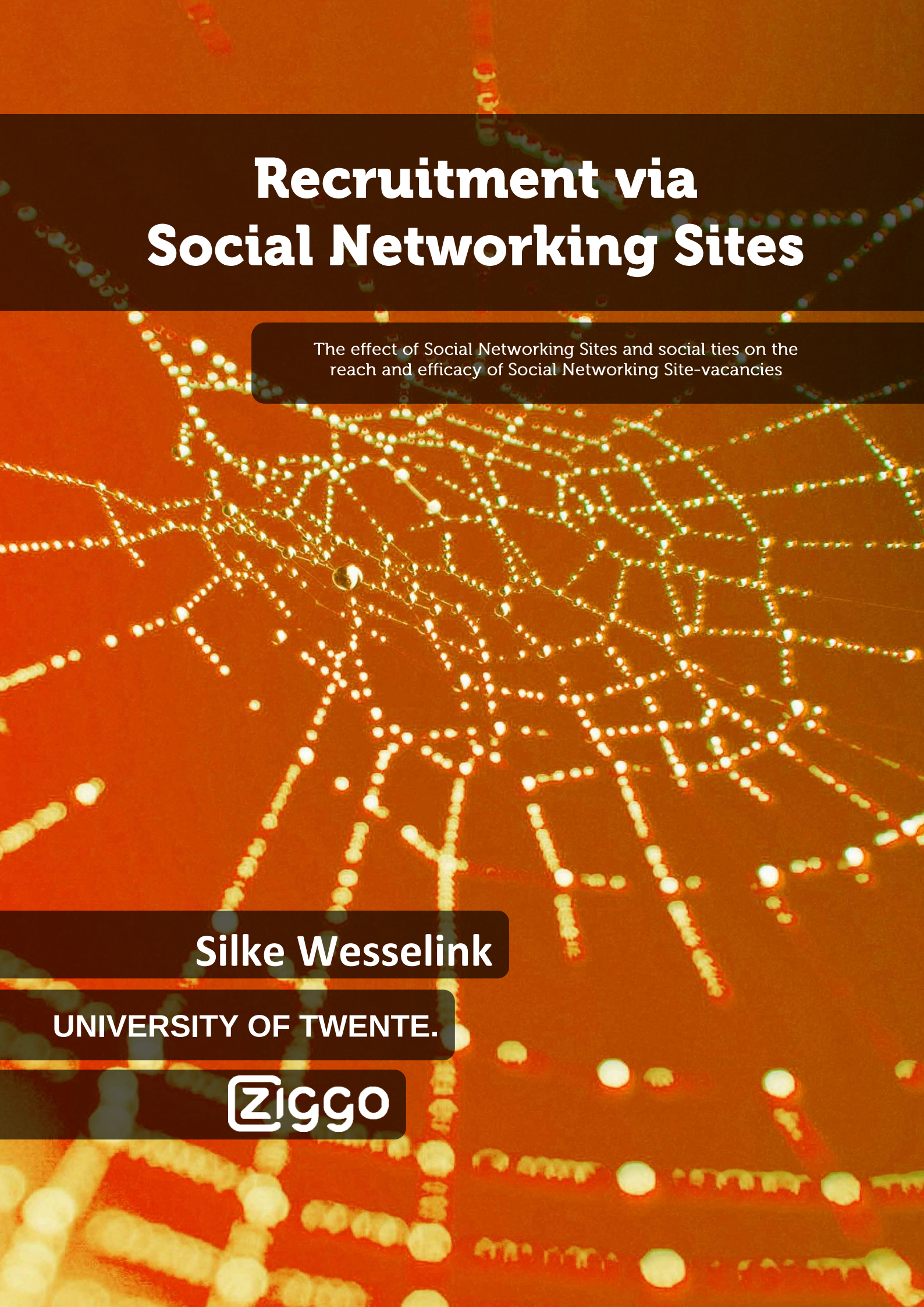

Recruitment via Social Networking Sites

The effect of Social Networking Sites and social ties on the reach and efficacy of Social Networking Site-vacancies

Silke Wesselink

UNIVERSITY OF TWENTE.

Ziggo

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Preface

This thesis marks the end of my study period that begun about six years ago when I entered the first year of Communication Science at the University of Twente. I loved studying communication possibilities and discovered that organizations cannot rely solely on expertise and skill: their benefits need to be communicated to the target audience. I kept my interest in communication, while I also became interested in business and human resource topics from a strategic perspective. Therefore, I started with the master program Human Resource Management of Business Administration. In front of you lies my Master Thesis of Human Resource Management. Based on my background in communication and Human Resource Management, and my personal interest in the labor market and new communication tools I chose as subject 'Recruitment via Social Networking Sites'.

Without the support of others, I could not have written this thesis. Therefore, I would like to use this preface to thank some people. First, I would like to thank my supervisors at the University of Twente, Maarten van Riemsdijk and Efthymios Constantinides, who guided me throughout the writing process. Thank you for your insight, comments, and challenging me to improve the theoretical chapter. It helped me to improve my writing skills, which will be a real career booster. Additionally, Richard Slokker helped me with my English writing skills and I would like to thank Richard for his correctional reading.

Second, I performed this thesis at Ziggo. I stayed at Ziggo for 16 months. During this time, the employees of the recruitment department supported me in writing an internship policy and two theses; one for Marketing Communications and one for Human Resource Management. Jan Karel Sindorff was my external supervisor and guided me during this period, but beyond that, he gave me the opportunity to gain hands-on experience beyond the classroom, develop my professional skills and gain a network of contacts. Thank you! In addition, I am very grateful for the support of the warm and friendly employees in the recruitment department, because due to them, I felt part of the recruitment department and it boosted my self-confidence. Thank you all!

Finally, I would like to thank to thank my boyfriend Niek, parents, brother, sister and my friends for the social support. It really helped me last year. It makes me feel glad about my life, because I know I have the best boyfriend, the best family and the greatest friends in the world.

I am very enthusiastic about my thesis, my internship, and my progress in professional skills as well in personal development. This is with help of you all: THANK YOU!

Enjoy reading this thesis.

Silke Wesselink
Utrecht, 13-11-2012

Summary

Social Networking Sites (SNSs, e.g., Facebook, LinkedIn and Twitter) are popular. Yet, little is known about which strategies companies can use to recruit new employees via these SNSs. Companies want to recruit potential applicants via these Social Networking Sites, because these sites could reach many SNS-users with one message. The expectation is that SNS-connections could have impact on potential applicants, because SNS-connections have ties with the potential applicants. This study looked at the effect of different SNSs (Facebook, LinkedIn and Twitter) and different SNS-connections as sources (19 different role relationships, examples of role relationships are: friends, colleagues and first degree family members) on the reach and efficacy of SNS-vacancies. Additionally, the effects of tie strength and source credibility on SNS-vacancy efficacy and SNS-vacancy reach were measured. An online questionnaire was used to measure the effects. In the first part of the questionnaire respondents had to answer questions about their past applying behavior via SNSs and questions about 19 different role relationships; questions about how frequently they read messages and how credible the messages of these role relationships are. In the second part of the questionnaire respondents had to keep someone in mind from whom they read many messages via SNSs (condition 1) or someone from whom they do not read many messages (condition 2). In this part, respondents had to answer questions about the tie strength with the person in mind, frequency of readings, credibility of the person in mind and some demographic questions. 332 respondents filled in the online questionnaire and respondents were randomly assigned to one of the two conditions. Due to these different conditions, respondents had both people in mind with strong ties and weak ties. The conclusion based on the two parts of the questionnaire together is that SNS-vacancies have most impact if these messages come from close ties. Friends and first-degree family members have most impact on their ties. Additionally, LinkedIn was somewhat more effective for recruitment purposes than Facebook and Twitter. However, because of the small differences between the SNSs, companies should base their choice for a SNS not on the efficacy of the SNS but on the frequency of SNS-use and number of connections of the target groups. Facebook as channel will work well for younger employees (<35 year), for students and better for females than males. LinkedIn will work well for higher educated, older employees (>35 years) and better for males than females. Twitter could reach less potential applicants, but if used, it could be used to attract people who are in between jobs and more males than females. Another recommendation for companies; companies should stimulate employees to post vacancies via SNSs, since the employees have ties with the potential applicants and they could affect their (close) ties. This study gave a first indication of which variables matter. Further studies should test the results in a more realistic context to improve the external generalization of this study, for example by testing the results of this study in real life, with a representative sample for the target groups and could probably use shorter scales.

Content

List of abbreviations, tables and figures

List of abbreviations

SNS = Social Networking Site
SNSs= Social Networking Sites
e.g.= for example

List of tables

List of figures

1. Introduction

This chapter introduces the topic of this thesis (§1.1), with the context (§1.2 and §1.3) and the relevance of the topic (§1.4). Additionally this chapter describes the outline of the report (§1.5).

1.1 Recruitment in a new world

> I am waiting at the bus stop, looking at the digital board to see an approximate time when the bus will be coming. I turn on the playlist with my favorite music on my smartphone and open the Facebook application to see if there are new notifications. No new notifications, however thirteen new updates since the last time I checked Facebook. I quickly look at the thirteen updates and click on 'like' by one of the uploaded pictures, simply to mention that I like the picture. Furthermore, I give two funny comments on two other uploaded pictures. Next, I open the LinkedIn application to check if there are new vacancies available in one of my LinkedIn groups. I have no time left to post an update on LinkedIn, because the bus has arrived.

Can everyone today recognize this world, with digital communication everywhere? The answer is probably 'yes'. Could anyone imagine this world, with digital communication everywhere, ten years ago? The answer is probably 'no'. Ten years ago, people were waiting for the bus, but had no clue at what time the bus was coming. Only a timetable at the bus stop or maybe a random passer-by could tell you an approximate time when the bus was expected to be at the bus stop. Ten years ago, people could stand at the bus stop, sit on the bench, walk around, call a friend, talk to others, or do something else but they definitely had no internet access and hence had no idea what friends were doing 24 hours a day. The world has changed, like Sharples (2005, p. 147) said: "We enter a new world of global digital communication". Indeed, this has become true; we have entered a new world. The world has become a world with rapidly changing technologies and global digital communication. These changes have a major impact on the daily activities of all people in the western world. Internet plays a significant role in everyday life with Social Networking Sites (SNSs) becoming more and more popular. Ten years ago, these modern inventions were not part of people's lives. In the current world, people have the opportunity to communicate 24 hours a day via the internet. People have the opportunity to see their friends' life in one minute and even to get involved in the life of a person they just met. Immense online networks are formed in which people have all kinds of connections; from very weak to very strong ties, from old study mates to current friends. These enormous networks offer new communication possibilities that have attracted the interest of companies. For a company its employees are a critical component in establishing the companies' goals and missions (Van Hoye & Lievens, 2009; Lievens, Decaesteker, Coetsier & Geirnaert, 2001). Therefore, employee recruitment is the key to success (Richardson, 2005).

Since the year 2000, recruitment often takes places via online media; for example via websites, e-mails, online forums, blogs, and SNSs (Cober, Brown, Blumental, Doverspike & Levy,2001). These online communication technologies make it possible to attract a wide range of potential employees. Dutch multimedia company Ziggo is one of the companies that want to recruit employees via these online communication technologies in this new digital world and find the best-qualified pool of potential applicants. SNSs are relatively new and still and in progress; yet little is known about people's activities on these sites and how their networks of connections can be used to recruit new employees (Subrahanyam, Reich & Espinoza, 2008). More research needs to be done to explore its full potential for example recruitment purposes. Ziggo, a Dutch multimedia company, is interested in information about SNS-recruitment possibilities and approaching potential employees not by using a corporate recruiter but using a network of connections. To put this study into context, the next paragraphs focus on Ziggo's background and the current recruitment processes.

1.2 Ziggo's company background

Ziggo was formed on 1 February 2007 and is the result of a merger between three companies: @Home, Casema and Multikabel. On 16 May 2008, these three companies together chose the name 'Ziggo' (Ziggo, 2011). These days Ziggo provides 3.1 million homes with television, internet and telephone; (1.8 million homes with cable television, 1.5 million homes with broadband internet and 1.2 million homes with telephone. The mission of Ziggo is: "Ziggo wants its customers to experience the largest possible convenience and fun in the field of information, communication and entertainment in a continually changing world" (Ziggo, 2011). In addition, Ziggo wants to become a high performing organization (HPO) by 2015; "A high performance organization achieves financial and non-financial results that are better than those of its peer group over a period of time of at least five to ten years" (De Waal, 2008, p. 2). To reach this goal, the organization needs to recruit suitable applicants effectively and this makes the recruitment department important.

1.3 Ziggo recruitment and the intention to drop the costs per hire

The 'Human Resources Management – Recruitment' department of Ziggo is responsible for bringing the right people into the organization within a certain budget. Ziggo recruits new employees via recruiters (recruiters are the employees responsible for finding the right candidates whom are matched with specific jobs). Ziggo vacancies are placed on the corporate website of Ziggo, on relevant job boards and on the corporate LinkedIn page of Ziggo.

The recruitment department of Ziggo is always looking for new opportunities to drop the costs per hire and save money. For this reason, Ziggo asks of all employees to search for potential employees in their own network. They implemented a 'referral program', which means that if an

employee refers a potential employee and Ziggo hires this potential employee (the referral), the current employee (the referrer) gets a bonus. This bonus is an acknowledgement of the effort, because the current employee had to introduce the referral and had to provide arguments as to why the referral should work for Ziggo. According to Ziggo, referrals are more committed to the organization and more content with their jobs than non-referrals. Furthermore, the costs per hire are less via employee referrals than via other recruitment methods, like the use of job boards. This makes it interesting for Ziggo to recruit via the networks of current employees.

The SNSs make it possible to simultaneously share messages (for example job offers) with groups of potential employees in the different networks of current employees. This is why since August 2011 Ziggo uses an online tool called ZiggoZoekt to post job offer messages on SNSs via current employees profiles. However, the recruitment department needs permission of these employees to place the vacancy on their SNS-profiles. The message looks like a personal update of the employee concerned, see figure 1 for a Dutch LinkedIn example.

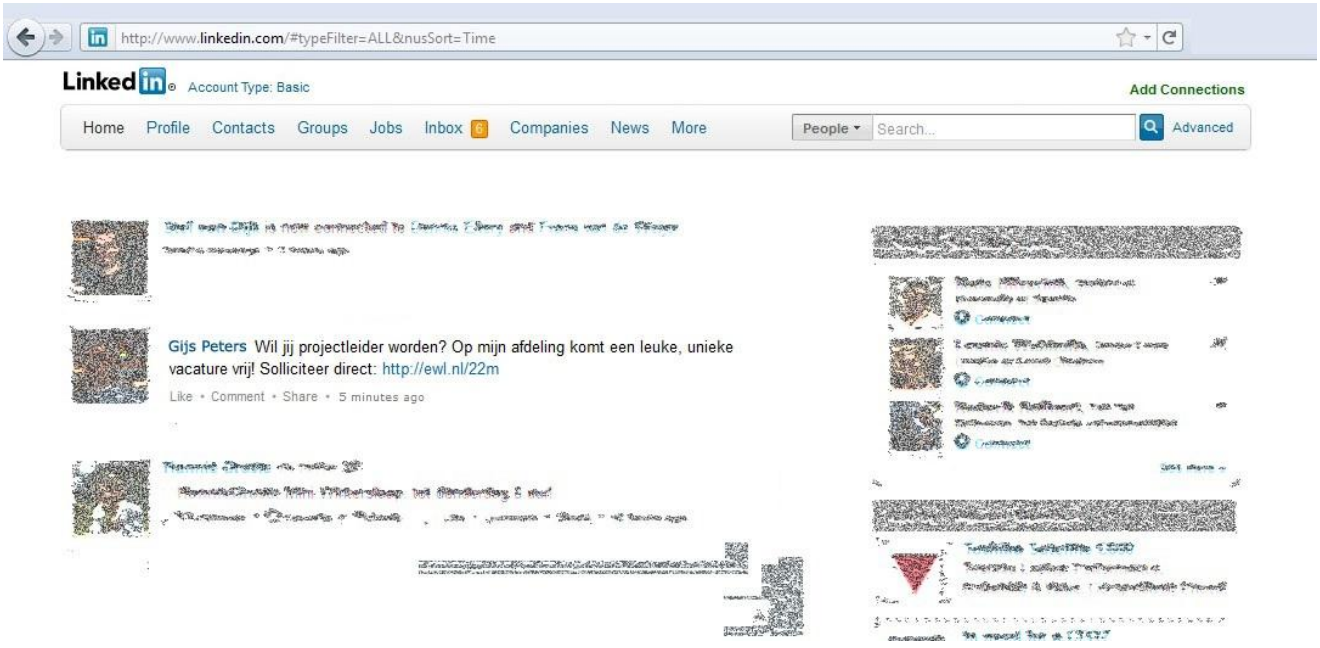


Figure 1: Example of a LinkedIn update of ZiggoZoekt

Of course, the employee is free to edit the text of the message or to ignore the request of the recruitment department to place the vacancy on their own Social Networking Site. Ziggo is considering a proper bonus program in which the current employee gets a small bonus if someone from his or her network is hired. The tool 'ZiggoZoekt' can probably help to reduce the costs per hire. However, Ziggo does not want to place all vacancies on all SNS-profiles of the employees, because Ziggo thinks that employees are not willing to place a recruitment message on their SNSs very often. Moreover, Social Networking links might dislike receiving vacancies too often. In the current

situation, recruiters do not know which vacancy updates are effective and randomly employees are asked to place the vacancy on their personal SNS-profiles. To avoid bothering potential applicants with too many ineffective messages, studies need to test which vacancy messages are effective and which are not. Ziggo wants to know which employees have impact on which SNS-connections and which SNSs are suitable for recruiting employees. With this knowledge, Ziggo should be able to select the right employees and the right SNSs for the vacancies, making the effort more effective. This leads to the following research question:

In what way can Ziggo (and other companies) use SNSs as a recruitment channel?

1.4 Contributions of the study

This study has a theoretical and practical relevance. These contributions are described in the following paragraphs.

1.4.1 Theoretical relevance

SNSs attract the attention of many scholars, due to the popularity of the SNSs among many people and the possibilities to recruit via these networking sites (Dwyer, Hiltz & Passerini, 2007). The SNSs change the ways in which employers, recruiters and potential applicants interact, which makes it interesting to study the impact of the interactions. This study contributes to scientific research by providing new insights into the usages of SNSs as a channel for recruitment vacancies. In particular, by focusing on the differences in SNSs and different SNS-connections it contributes in two ways. First, it contributes to the literature about the impact of different SNSs as channel of recruitment messages. Most studies with 'recruitment via SNSs' as a topic are about privacy settings and customers' experience with the SNSs (Plummer, Hiltz & Plotnick, 2011; Lenhart & Madden, 2007; Dwyer, Hiltz & Passerini, 2007; Livingstone, 2008; Gross & Acquisti, 2005; Felt & Evans, 2008; Luo, Xie & Hengartner, 2009). Some scholars compare SNSs to other channels (Kaplan & Haenlein, 2010; Eyrich, Padman & Sweetser,2008; Mangold & Faulds, 2009), but the differences *between* several SNSs are underexposed. This study contributes to the still underexposed subject in scientific research.

Second, this study contributes to the literature about source impact in online situations. Only a few studies focus on the impact of various recruitment sources via SNSs. Many earlier studies about traditional recruitment studies focused on the impact of recruitment sources (Fisher, Ilgen & Hoyer, 1979; Highhouse & Hoffman, 2001; Van Hoye & Lievens, 2007; Brown & Reingen, 1987). These past studies show a difference in impact for different recruitment sources in offline situations. It is fascinating to study the differences in impact between the recruitment sources via SNSs since the recruitment source via SNSs can be anyone. Additionally, people serve different roles to their SNS-

connections. The impact of the different sources therefore could differ. In order to contribute to the current literature about different recruitment sources this study focuses on the impact of different SNS-connections as sources and on the variables that could explain the differences in impact.

1.4.2 Practical relevance

Currently, company recruiters are the people who post most vacancy updates via SNSs, at least for Ziggo. This is logical because part of the job description of a recruiter is informing potential applicants about vacancies. However, this is maybe less evident now that it is possible to use the SNS-profiles of current employees to post the vacancies online. Should the company recruiters still post the vacancies, should they ask the employees to post the messages, or should they all post the messages? Moreover, if they ask employees, which employees should they ask? And which SNSs should they use? All these questions are important questions for companies, since the companies want to recruit effectively via SNSs. To recruit effectively, the recipients should read the message of the source and the source should have impact on the potential applicants. Thus, it is important to know which employees have impact on which SNS-connections and via which SNSs. There are some applications to look at someone's impact on others via SNSs and these applicants show users to what extent they influence the people connected to them (Klout, 2012). For companies these scores are interesting to know, but it is not possible for companies to obligate all employees to check their impact score. Additionally, the single number of impact-scores cannot tell when recruitment messages are read and acted by recipients. This is what companies want to know. Therefore, this current study compares the effectiveness of different recruitment sources and the different SNSs. The results of this study contributes to a new online recruitment strategy for companies; a strategy that focuses on the new possibility of posting vacancies via SNS-profiles of current employees.

1.5 Paper overview

This chapter discussed the research motive, the context and relevance of the study. The following (second) chapter builds a framework for the use of SNSs and the potential effects on receivers. Additionally, this chapter discusses the impact and credibility of (company) recruiters and other current employees and the implications this has for recruitment via SNSs. The research questions are discussed in the end of the chapter. The third chapter describes how this research tested the differences between SNSs and the differences between the role relationships. The results of this study are given in the fourth chapter. The fifth chapter describes the conclusions based on the results. The sixth chapter gives the theoretical implications, limitations and recommendations for further studies. Additionally, practical implications and advice for a recruitment strategy using the personal SNS-profiles of current employees are given in chapter 7.

2. Theoretical framework

Ziggo wants to obtain information about SNS-recruitment possibilities in order to explore these opportunities. This exploratory study looks at the concepts and effects of recruitment via SNSs. Before this section describes the literature about recruiting via SNSs, it is important to have a clear understanding of SNSs. Therefore, this chapter starts with a definition. Boyd & Ellison (2007, p.2) define SNSs as "web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system". This new form of online recruitment not only makes the channel change from company websites to SNSs, but also changes the source, namely from the company recruiter to employees. These changes in communication are discussed in the first paragraph of this chapter. The second paragraph elaborates on the SNSs as channel, the third paragraph elaborates on the SNS-connections as sources and the last paragraph shows the research model and the empirical questions of this study.

2.1 Focus of this study

This first sub paragraph focuses on the concepts in the communication that are changing (source and channel) and the effects that SNS-vacancies can have and the sub paragraph focuses on how the effect of SNS-vacancies can be measures.

2.1.1 Source and channel as most important changes in the communication process

Traditionally, the recruiter communicates about a company's vacancies and is responsible for reaching potential employees. A standard communication process consists of three main concepts: a source, a message and a receiver. The Shannon-Weaver Model of Communication (1948) illustrates this (see Figure 2). A source wants to deliver a message and has to encode it by means of a format (form, content and channel). If reached by the receiver, the message will be decoded and interpreted. Whether the interpreted message is the same as the message intended by the source, depends on how the message is encoded and decoded. Traditionally, the recruiter is the source of a recruitment message. Ziggo wants to explore the possibilities of assigning other employees as sources of recruitment messages via SNSs. In this scenario, every employee can serve as a recruitment source.

According to Daft en Lengel (1984), media differ in their strengths and weaknesses. In their Media Richness Theory, they differentiate rich and lean media according to their possibilities. The richness of the medium depends on its capacity to give direct feedback, the number of cues available, language variety and the degree to which the message is personalized. They state that

face-to-face communication is the most rich communication possible and unaddressed documents the leanest.

It is not possible and moreover not needed to use a rich medium for every message. Therefore, a channel must be chosen that fits the message. When a medium is too rich for its purpose, the use of it will be inefficient. Using a too lean channel leads to ineffective use (Daft & Lengel, 1984). According to Kaplan and Haenlein (2010) SNSs can be seen as medium rich channels in terms of the Media Richness Theory. SNSs is a broadly used term, a variety of SNSs can be distinguished. Although some scholars compare SNSs to other channels (Kaplan & Haenlein, 2010; Eyrich, Padman & Sweetser,2008; Mangold & Faulds, 2009), the differences *between* several SNSs are underexposed. Therefore, this study compares the differences between several SNSs and then in the context of recruitment.

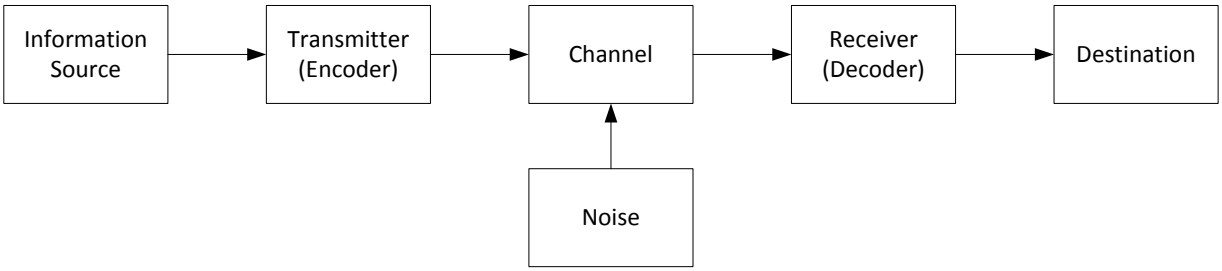


Figure 2: Representation of the Shannon-Weaver Model of Communication (1948, p.3)

2.1.2 Effective online recruitment media

Online recruitment messages can serve different goals, namely 1) to find applicants for a job by influencing the job-choice decisions of the potential applicants (Allen, Mahto & Ottondo, 2007; Chapman et al., 2005; Shahzad, Gul, Khan & Zafar, 2011), 2) to send positive signals to prospective applicants about the organization in order to persuade potential applicants that they are suitable for the job (Allen, Mahto & Otondo, 2007), 3) to persuade potential applicants that the organization is attractive (Chapman et al., 2005), and 4) provide additional information concerning the job (Shahzad, Gul, Khan & Zafar, 2011). The choice for an online recruitment channel depends on the goal of the message, only with a clear defined goal can an effective and efficient choice be made. All possible goals concern attitudinal and behavioral changes and in order for them to be reached, persuasion has to be established (Petty & Cacioppo, 1978).

In order to measure persuasion, Graham, Milner and Pfaff (2008) looked at the reach and efficacy of online media campaigns aimed at reducing the prevalence of smoking. One of the aims of their study was to illustrate tools that can be used to measure the impact of online advertisements. They asked the respondents (N=130,214) if they had seen the message before (reach) and to what

extent the respondents intended to do something with the message (efficacy). They multiplied reach and efficacy to calculate the overall impact of the message. The message could have impact on many people if it reached a lot of them. If this message is persuasive, people are probably more intent to do something with it than in case of a less persuasive message. Thus, a SNS-vacancy has to reach many potential applicants (reach) and has to be persuasive (efficacy) in order to reach (one of) the recruitment goals named above.

2.2 The different SNS

This study focuses on the effect of different SNSs on the reach and the efficacy of a SNS-vacancy. The reach of a SNS-vacancy depends on the number of SNS-users, because the more a SNS is used, the bigger the possible reach of a SNS-vacancy will be. The Netherlands has a total population of 12.0 million people with an age of 15 years and older (Comscore, 2011). According to the Comscore study, 11.2 million of these people are connected to one or more SNSs, see Figure 3 for the SNS reach per age category and gender.

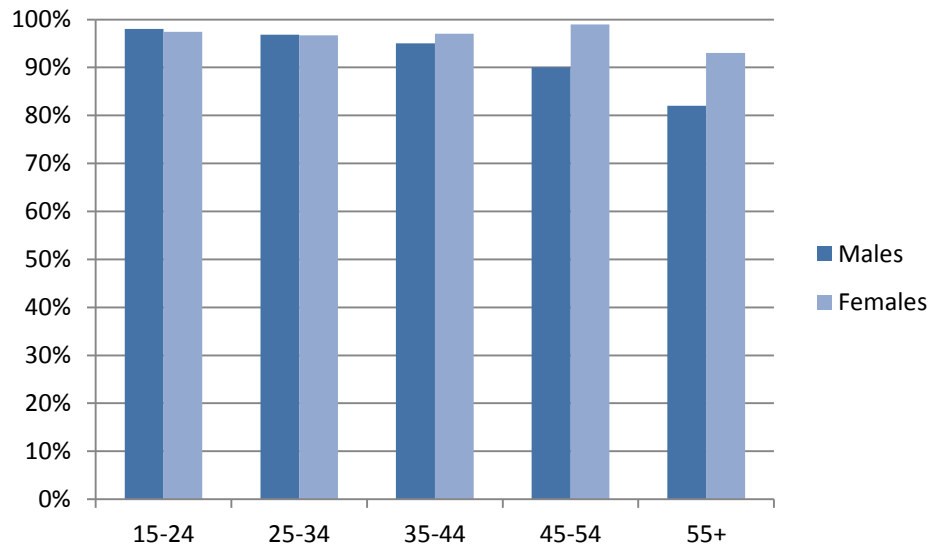


Figure 3: *Social Networking Demographic Reach per age category and gender, based on the numbers of Comscore (2011, p.49)*

Over 90% of the Dutch people are connected to one or more SNSs. Therefore, it does not seem difficult to reach people with a SNS-vacancy, but companies have a certain target group they want to reach. The SNSs differ in size, kinds of users, kinds of profiles and frequencies of use. The sites could therefore differ in their usefulness for recruitment activities, since they have different groups enrolled. Ziggo wants to know which SNSs could be useful for posting SNS-vacancies via current

employees. In order to explore differences between the SNSs, the next section compares the sizes of the most used SNSs in the Netherlands. However, the reach via the SNSs does not only depend on the number of people that have an account, but depends more on how frequently these people use the SNSs, since most people in the Netherlands have an account on SNSs. If people have an account on the Social Networking Site, but for example do not look at the site more than once in a year, a message on this site probably does not reach the receiver. Thus, a prerequisite for using the channel as recruitment channel is that the Social Networking Site is frequently used by the target group. The more often the target groups use the SNS, the more chance that the message reaches the potential applicants. Therefore, the section after the section that focuses on the popularity and the number of connections per SNS focuses on the differences in frequency of use and kind of applicants (based on age, gender and education level).

2.2.1 Most popular SNSs in the Netherlands

This section describes the number of users per Social Networking Site. A selection of SNSs has to be made, due to the impossibility to study the differences between all SNSs. Therefore, the five most popular SNSs in the Netherlands will be discussed in the section below. They are, in order of appearance: Facebook, Twitter, LinkedIn, Google+, and Hyves (Kerkhofs and De Jong ,2012; Comscore, 2012; Unique & TNO, 2012).

Facebook has a total of 8,411,000 unique visitors per month in the Netherlands (Comscore, 2011). According to ComScore (2011), one in every seven minutes spent online is on Facebook. Facebook reaches over 70% of the Dutch population (aged 15 years and above). Dutch people have on average 229 connections on Facebook (Hampton, Goulet, Rainie & Purcell, 2011).

Twitter is less popular in the Netherlands than Facebook is. Twitter has in total 4,041,000 unique visitors per month in the Netherlands, with a reach of 34% of the population older than the age of 15 (Comscore, 2011). Dutch people have on average 124 connections on Twitter (Twittermania, 2011).

Compared to all other countries in the world, LinkedIn has its highest market penetration in the Netherlands. LinkedIn reaches 27% (aged 15 years and above) of the Dutch population, (Comscore, 2011). LinkedIn has 3,258,000 unique visitors per month in the Netherlands and Dutch people have on average 282 connections on LinkedIn (Van der Blom, 2012).

Google+ started in June 2011 (Parr, 2011) and was a fast growing Social Networking Site (ComScore, 2011); it surged to 25 million global unique visitors faster than any other Social Networking Site in history. Figure 4 shows the comparison in growth speed of Google+, Facebook and Twitter (ComScore ,2011). However, Google+ users have a low activity rate. Only three out of ten Google+ users who have ever posted a message, have also posted a second message. On

average, a message via Google+ does not get many reactions or responses. A message on Google+ receives on average less than one 'like' (people click on a 'like' button), less than one 'share' (people who share the message in their own network) and less than one 'comment' (people who react on the message). In addition, the activity of Google+ uses decreases (Arthur, 2012). The reach of a SNS-vacancy on Google+ will be low, since most users are not active on Google+ and do not look at the site often. Therefore, the effects of Google+ are not used in this current study.

Hyves had 6.856.000 unique visitors per month in the Netherlands in 2011 (Comscore, 2011) and 5,800,000 unique visitors per month in 2012. The number of people who have an account on Hyves declines while the number of people who have an account on Facebook, LinkedIn and Twitter increased between 2011 and 2012 (Unique & TNO, 2012, also visualised in figure 5). Hyves became less popular, probably due to the growing popularity of Facebook (NowNederland, 2011). The number of visitors per month still declines and is expected to decline more and more in the near future. This means that the reach of a SNS-vacancy posted via Hyves will have less impact in the future than it has now. Thus, the impact of Hyves will be less noteworthy; therefore, Hyves is not analyzed in this study.

In conclusion: of the five sites investigated, only three seem relevant. Google+ seems to not really have taken off. Hyves seems to be losing market share rapidly in the Netherlands. The three most interesting SNSs are therefore Facebook, LinkedIn and Twitter and this study elaborates on these three SNSs. The next section focuses on the SNS-use by age, gender and education.

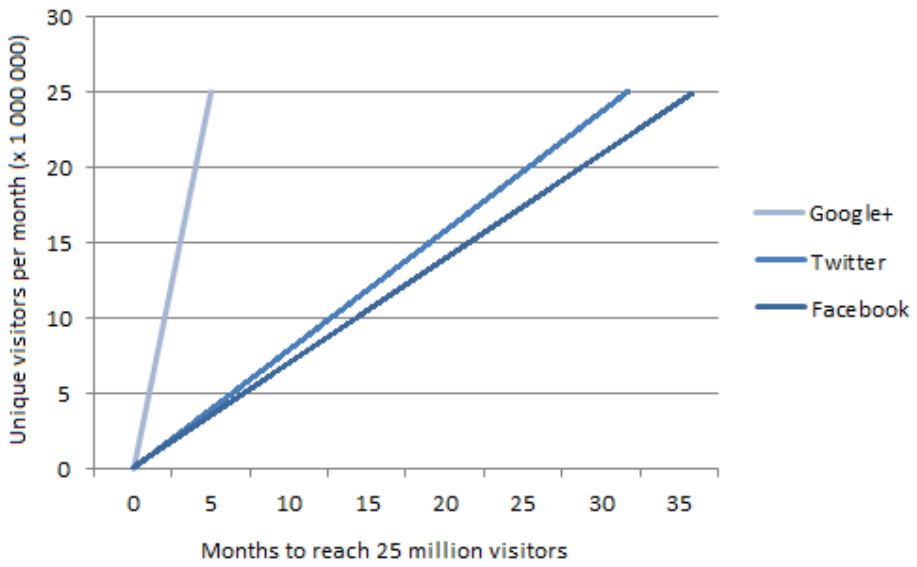


Figure 4: The race to 25 million visitors worldwide numbers based on the numbers of ComScore (2011, p. 17)

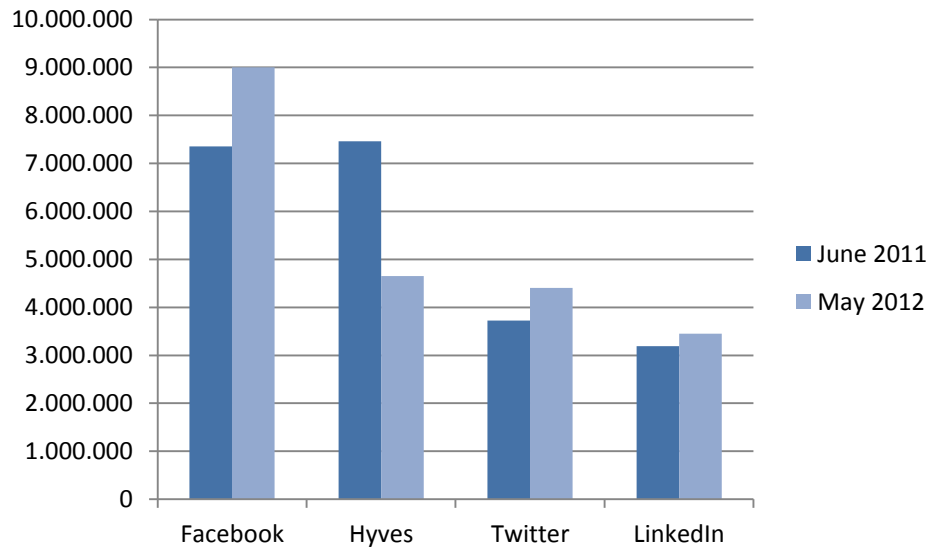


Figure 5: Number of unique visitors in June 2011 compared with May 2012 per Social Networking Site in the Netherlands, source: Unique & TNO (2012, p. 23) Note. The data of Google+ is not shown in this graph, because Google+ started in June 2011. Therefore, plotting Google+ in the figure would present a distorted picture.

2.2.2 SNS-use by age, gender and education

Target groups could differ in their frequency of SNS-use (Oosterveer, 2012). If some target groups are more frequently active on one Social Networking Site and less frequently present on another, companies could focus their vacancy-updates on the most relevant sites for the target group. Therefore, it is important to know the demographics per SNS. Hampton, Goulet, Rainie & Purcell (2010) used age, gender and education as the demographics that could cause the differences in SNS-use. In order to know which potential applicants could be reached with the SNS, it is important to know the demographics per SNS.

Just a few scientific papers have focused on the differences between SNS users (Dwyer, Hiltz & Psserini, 2007). However, Hampton, Goulet, Rainie & Purcell (2010) studied the age, gender and education distributions per SNS in the United States (N = 2,255 adults). It could be that the distributions differ slightly from the Netherlands, since the study of Hampton et al. (2010) was performed in the US. However, as can be seen in Comscore (2011), although the frequencies of SNS-use differ per country, in general, the age and gender distributions for time spent on SNSs are not really different per country. Therefore, the numbers and distributions in the graphs below can be used as indicators for the numbers and distributions in the Netherlands. See Figures 6, 7 and 8 for the distributions in age, education and gender per SNS. As can be seen in the figures, people younger than 22 are underrepresented on LinkedIn, the people between 23-45 are present in all SNSs and the older people are compared to the other age categories less present on SNSs. For people older than 23, LinkedIn is the most popular Social Networking Site. Highly educated people (bachelor and

graduate degree) are more active on LinkedIn than on other SNSs. People with lower educations (lower than bachelor degree) use Facebook and Twitter more often than LinkedIn. Additionally males seem to use LinkedIn more often than females and females use Facebook and Twitter more often than males.

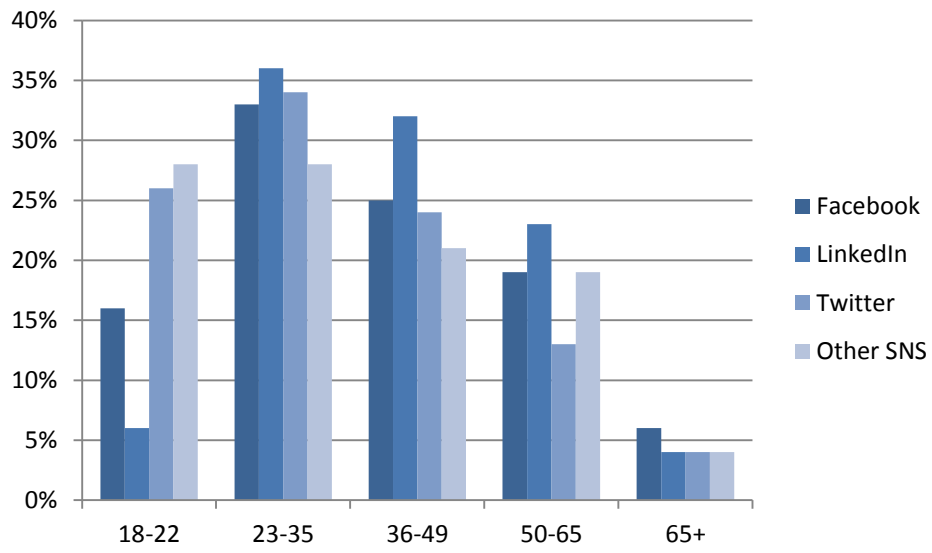


Figure 6: Age distribution by Social Networking Site. % of Social Networking Site users on each site who are in each age group. For instance, 16% of Facebook users are 18-22 years old (Numbers are based on the study of Hampton, Goulet, Rainie & Purcell, 2010, p. 11)

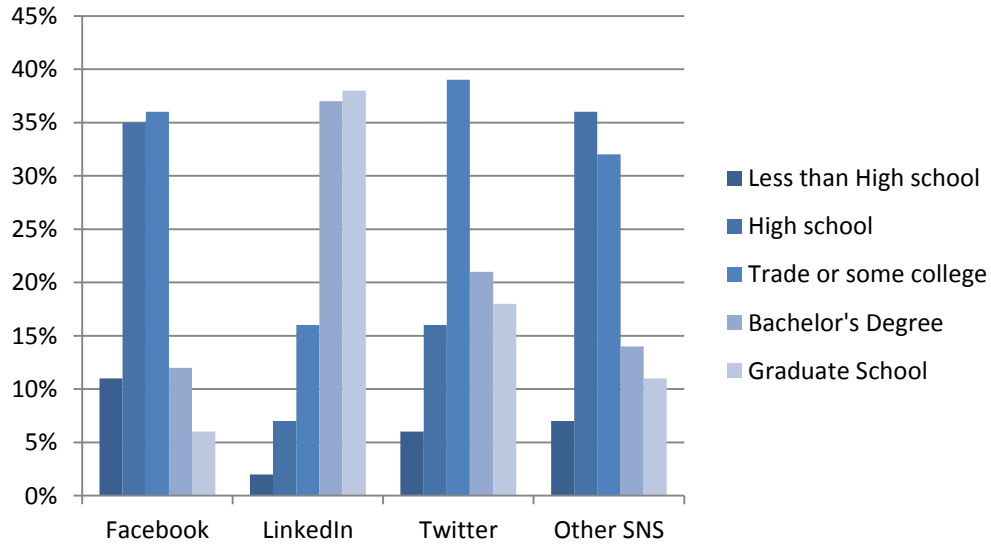


Figure 7: Education distribution by Social Networking Site. % of Social Networking Site users on each site who are in each age group. For instance, 11% of Facebook users have an education level less than high school (Numbers are based on the study of Hampton, Goulet, Rainie & Purcell, 2010, p. 12)

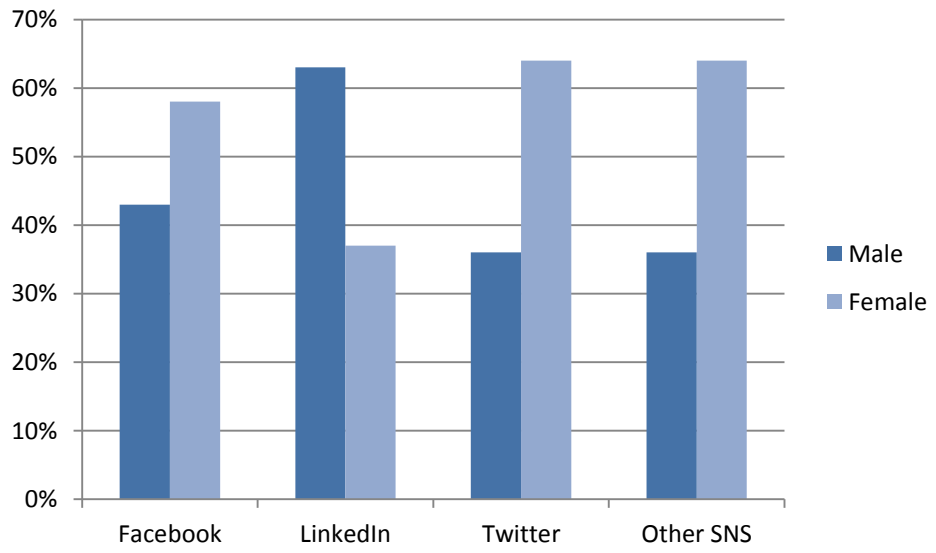


Figure 8: Gender differences on Social Networking Site. % of Social Networking Site users are male/female. For instance, 42% of Facebook users is male (Numbers are based on the study of Hampton, Goulet, Rainie & Purcell, 2010, p. 11)

To conclude: The three sites differ in their population. In general, LinkedIn has older and higher educated users than Facebook and Twitter. Twitter and Facebook have more female users than male users and LinkedIn has more male users than female users.

2.2.3 Efficacy of different SNS

Many studies show that the efficacy of the channel could influence the persuasiveness of a message via the channel (Carter & Greenberg, 1965; Rimmer & Wever, 1987; Daft & Lengel, 1984). Additionally, every SNS is different according to Leskovec, Huttenlocher & Kleinberg (2010, p. 1370). Thus, it could be that some SNSs are more suitable for recruitment purposes than others. Therefore, this study looks at the effects of different SNSs on the efficacy of a SNS-vacancy. There is only one problem; the efficacy of a SNS-vacancy is difficult to measure with an online questionnaire. The study of Wesselink (under review) is one of the first studies that focus also on the effect that SNSs have on the impact of SNS-vacancies. Wesselink (under review) showed with an online experiment (N=315) that SNSs moderate the effect of the source on the credibility of a SNS-vacancy. LinkedIn vacancies seem to have more effect if formal connections (like colleagues and business partners) posted the message and Facebook seems to be a better channel if informal connections (like friends and family) post the message. The credibility of a SNS-vacancy in the study of Wesselink determines for 56% the efficacy of the SNS-vacancy. Thus, SNS-vacancy credibility seems to be a good predictor of efficacy. In this current study the aforementioned predictor (SNS-vacancy credibility) is used because of the cross-sectional design.

2.3 The impact of different sources

This study focuses on two aspects; 1) which SNSs can be used for recruitment purposes and 2) which sources should post the vacancies via these SNSs to make the vacancies have impact on potential applicants. The previous section built a framework to show that using an effective SNS (Facebook, LinkedIn and/or Twitter) is prerequisite in order to make a SNS-vacancy have impact. The target group should use the SNSs frequently and the SNSs should be suitable (target the right group of people) for SNS-vacancies in order to have a positive effect on the credibility (measure of efficacy) of the SNS-vacancy. The next step in this study, and from here on the focus of this chapter, is to determine which employees should be used to post via these SNSs, to make the SNS-vacancy have impact on potential applicants. Therefore, this section focuses on the effect of the *sources* on SNS-vacancies.

The impact (efficacy and reach) that SNS-connections (the source of the message) have on potential applicants needs to be studied. As far as known, the study of Wesselink (under review), as discussed in the previous paragraph, is the only study that focused on the effect of different SNS-connections on SNS-vacancy impact. In the past many studies focused on the effect of the source on potential applicants (in recruitment processes), but never related to SNSs contexts. The source in these studies was in most situations the company recruiter. This is the starting point and hence, this chapter starts with the recruitment effect of the company recruiter on potential applicants (§2.3.1). The second paragraph focuses on the impact of the 'new sources'; the SNS-connections. Within that paragraph, the focus will be on the two important aspects of impact: the effect of SNS-connections on efficacy in comparison with company recruiters (§2.3.2) and the effect of SNS-connections on reach of a SNS-vacancy (§2.3.3).

2.3.1 Company recruiter impact

Company recruiters try to recruit potential applicants efficiently. Chapman, Uggerslev, Carrall, Piasentin and Jones (2005) studied the impact of the company recruiter on the perceived organizational attraction of potential applicants. They studied which recruitment predictors influence job-organization attraction and tested six categories; (1) Job and organizational characteristics, (2) Recruiter characteristics, (3) Perceptions of recruitment process, (4) perceived fit, (5) perceived alternatives and (6) hiring expectations.

Chapman et al. (2005) studied two aspects of the company recruiter: demographics (gender and function) and behavior (personableness, competence, informativeness and trustworthiness). Because the critical contact theory explains that company recruiters have impact on the job choice decisions of potential applicants, if potential applicants do not have enough concrete information about the job (Chapman et al., 2005). Chapman et al. (2005) reviewed 71 recruiting-related studies.

They examined with a meta-analysis the relationships between job/ organization characteristics and organizational attraction, job acceptance and job choice. They tested different models. The best predicting model was the fully mediated model, which means that job and organization characteristics predict job choice, however this relationship was mediated by other factors, like job-organization attraction. According to this study, perceived work environment had the strongest relationship with job-organization attraction (with a rho, a coefficient corrected for the unreliability of predictor and criterion, of 0.60). Next to perceived work environment, organizational image, person-organization fit and justice perceptions and company recruiter characteristics were the strongest predictors of job-organization attraction (with rho's, of 0.48, 0.46, 0,40 and 0.29 respectively, see figure 9). The recruiter characteristics had a rho (a coefficient corrected for the unreliability of predictor and criterion) of 0.29 and are worse in predicting organizational attractiveness than the perceived work environment, organizational image, perceived person-organization fit and the perceived justice perceptions.

Company recruiter demographic characteristics, gender and function, do not have effect on organizational attractiveness. According to Chapman et al. (2005) the company recruiter characteristics which have effect on the organizational attractiveness are the behaviors of the company recruiter; personableness, competence, informativeness and trustworthiness. This means that all the factors: personableness, competence, informativeness and trustworthiness make a company recruiter have more effect on organizational attraction. Still the impact of the company recruiter is low. Various studies explain that the effect of the company recruiter is probably low due to a lack of credibility (Eisend, 2004; Fisher, Ilgen & Hoyver, 1979; Highhouse & Hoffman, 2001).

The recruitment sources via SNSs are random employees of an organization as SNS-connections. It could be that these recruitment sources are more credible. The next section focuses on the effect of SNS-connections in comparison with the company recruiters, to see if these SNS-connections could have more impact on potential applicants.

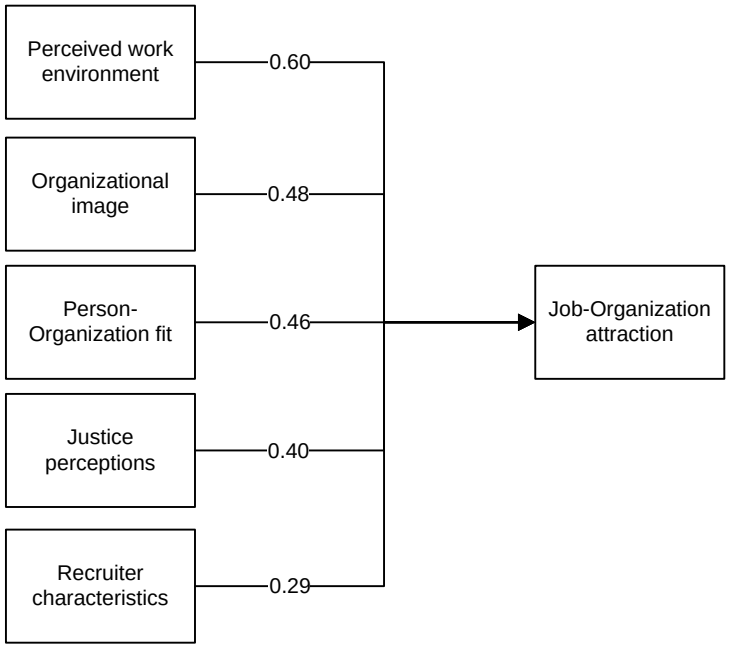


Figure 9: Self-made model of the strongest recruitment predictors of job-organization attraction based on Chapman et al. (2005).

2.3.2 The effect of SNS-connections on efficacy (in comparison with company recruiters)

The previous paragraph shows that recruiters have just a small impact on potential applicants, probably due to a lack of credibility. Interesting results, because SNS-connections could probably be more credible than company recruiters. For this reason, this section focuses on the differences in source credibility of different sources. Source credibility seems to be essential in persuading others (Eisend, 2004). He studied the effect of source credibility on persuasion with a meta-analysis of 167 relevant effect sizes. Source credibility is important in influencing attitudes towards a message. Thus, a lack of source credibility by recruiters could explain a lack of persuasion of potential applicants. Fisher, Ilgen & Hoyver (1979) studied the source credibility in a two (positive information versus negative information) by four (company recruiter, friend, job incumbent versus professor) factorial experiment (N=90). In their experiment, the sources were introduced in a text paragraph. The second part of their experiment consisted of negative or positive information about the source. Afterwards participants had to fill in a questionnaire. A Newman-Keuls method was used to test the four sources of information, and showed that the most trusted people were the job incumbents and the friends. The least trusted were the company recruiters. The company recruiter was trusted significantly less than the friend, professor and incumbent. Based on these findings, it seems that SNS-connections like job incumbents and friends could be more effective for recruitment purposes than company recruiters.

Additionally, the study of Van Hoye & Lievens (2007) shows similar findings. They argue that company independent sources are more credible than company dependent sources. Company recruiters represent the most typical example of company-dependent recruitment sources (Hoye & Lievens, 2007) and therefore, the company recruiters will probably be less credible than independent recruitment sources. They tested these hypotheses in a sample with head-nurses (N=108) in a two (web-based employee testimonials versus web-based word-of-mouth)by two (information about the company versus information about the individual) between subject factorial design and compared web based testimonials (company dependent messages) and web based word-of-mouth (company independent message) testimonials. Company dependent sources proved less credible. This has important implications for this study, because messages of company recruiters can be seen as more company dependent than messages of current employees (without a recruitment job) if the message concerns recruitment subjects. People could have more confidence in the messages of random employees (who are SNS-connections) than in the messages of company recruiters. The SNS-connections could be more credible. The next section elaborates on the credibility of these new recruitment sources.

Credibility of online sources

This study tries to give companies advice about whether SNSs can be used as a recruitment channel and what SNS-connections can be used as SNS-vacancy source. Therefore, it is necessary to know what exactly could make a SNS-connection credible, because then some advice could be given to companies that want to recruit via SNSs.

Different studies show that online connections could be credible as a recruitment source (Van Hooijdonk, 2011; Van Belleghem, 2011). With the use of online questionnaires (N=1,326), Van Hooijdonk (2011) investigated the credibility of different recruitment sources. His study shows that only 14% of consumers trust commercial advertisements while 83% of the consumers trust the opinion of real friends, colleagues and other connections. These connections are what SNSs are all about. The numbers of Van Hooijdonk (2011) differ somewhat from the numbers of Van Belleghem (2011). His study is also based on an online questionnaire and conducted in 35 different countries (N=9,000). The results show that 60% of the European social media users trust the persons on their online contact list. From both studies, one thing seems to be clear: people trust their online connections. But Van Belleghem (2011) also shows that people do not really trust employees of organizations if these employees are strangers; only 20% trust employees of a company on the company profiles of SNSs. In this study of Van Belleghem (2011), the employees were not part of the online social networks of the potential applicants.

Though people seem to be pretty trusting online, scholars commonly relate a closeness of the relationship, usually named *tie strength* of the relationship, to social support and source credibility (Bargh & McKenna, 2004; Brown & Reingen, 1987; Levin & Cross, 2004). If a close tie is strongly related to source credibility, and source credibility is an indication of the credibility of a SNS-vacancy (efficacy), the impact of a SNS-vacancy could depend on the tie strength between the source and the potential applicant. In order to give an indication of potentially effective SNS-connections, tie strength could be important. So, the effects of tie strength on source credibility should be elaborated.

It is not clear to what extent tie strength influences source credibility, because different studies show different relationships between the constructs. Cummings, Butler & Kraut (2002) studied the impact of offline ties on credibility in online situations. They measured online relationships via e-mail but not via SNSs (N=979). They argue that the impact of online social ties depends on whether the online social relationships supplement or substitute for the tie strength of offline social relationships. Offline relationship strength determines the tie strength and thus source credibility. This study argues that tie strength and thus source credibility have positive influences on decision-making processes. However, Steffes and Burgee (2009) studied the tie strength with the source and credibility by online forum messages (N=482) and showed that tie strength does *not matter at all* in online situations. In fact, in their study about electronic fora, messages from strangers were more influential in decision-making processes, than speaking with a friend in person. The results of Steffes and Burgee (2009) show that some weak tie information sources are rated as more credible and influential than some strong tie information sources. In this situation tie strength does not predict the effects of the advice. Thus, there are different results concerning the effect of tie strength on source credibility. Despite the different results, tie strength will be measured in the current study, because if tie strength is a good predictor of source credibility then SNS-connections are very likely to be more credible than the company recruiters without a tie with the potential applicants. Since the aim of this study is to measure to what extent tie strength can explain source credibility, it is important to have a clear understanding of tie strength and important to know how tie strength between two individuals can be measured. Therefore, tie strength will be elaborated in the next part.

In the literature, there is no universal definition of tie strength (Levin & Cross, 2004) and scholars used different indicators to measure tie strength (Granovetter, 1983; Frenzen & Davis, 1990; Walker, Wasserman & Wellman, 1994; Brown & Reinigen, 1987; Onnela et al., 2007). Mostly these scholars use intuitive indicators to measure tie strength; one of them is Reagans (2005). He asked his respondents to describe their closeness to another using four response categories (especially close, close, not so close and distant). This is comparable to the other studies that used intuitive indicators

for tie strength, but some researchers use scales or other factors to measure tie strength. Marsden & Campbell (1984) argue that tie strength can be measured with indicators and predictors. Indicators are components of tie strength and predictors are related to tie strength. An example of an indicator is closeness, an indicator used by Granovetter (1973). An example of a predictor is the frequency of contact. Marsden and Campbell (1984) compared three models of tie strength with indicators and predictors of tie strength. They compared closeness, duration of the relationship, number of topics, frequency of contact and differences between role relationships. Their conclusion based on applied multiple indicator techniques is clear: closeness, the measure of emotional intensity of a relationship, is a good measure of tie strength. However, tie strength can be predicted by the other variables: with similarity between two individuals as best predictor, according to the study of Marsden and Campbell (1984). They argue that two variables were biased: 1) frequency of contact and duration of the relationship, because frequency of contact overestimates the tie strength between two neighbors and 2) duration of the relationship, because it overestimates the tie strength between family members. This current study uses emotional closeness as a measure of tie strength, but also includes the best predictor (similarity between two individuals) and it could be that due to the online situations and current possibilities to communicate virtual that frequency of contact and duration of the relationships are less biased in the present situations than in the past. People can easily get in contact with people far away (so frequency of contact is probably less biased) and can easily maintain relationships with relatives (thus duration of the relationship maybe does explain tie strength better). Therefore, these two predictors are also measured in the current study. If these predictors could predict tie strength, spatial proximity does not affect the communication possibilities and therefore, spatial proximity probably does not have an effect in the current situation. The current study measures to what extent this presumption is truth. Thus, this study measures the effects of similarity between two individuals, frequency of contact, duration of the relationship and spatial proximity on tie strength.

In conclusion: SNS-connections have ties with the potential applicants, therefore the efficacy of SNS-connections for SNS-vacancies could be better than the efficacy of company recruiters. In this study, the effects of source credibility on SNS-vacancy efficacy are measured. The effect of tie strength on source credibility is also measured. Additionally, this study looks at the predictors of tie strength in order to measure the explained variance in a new world of global digital communication, in which SNSs make it possible to communicate with people far away.

2.3.3 The effect of SNS-connections on reach of a SNS-vacancy

Besides the effect of SNS-connections on efficacy of a SNS-vacancy, it is interesting for companies to know the reach of SNS-connections. Therefore, this sub paragraph focuses on the effect of SNS-connections on the reach of a SNS-vacancy. The frequency of SNS-use determines if its users see the SNS-vacancy, however the number of people that could be reached depends on how many people read the SNS-vacancy update. To calculate the reach of a SNS-vacancy, the number of connections is important, because the number of possible readers of a message depends on the number of people able to read the message. The more people are connected to the source, the more people could possibly read the message. It is already known that people know many others. However, people do not have all their offline acquaintances as online connections. If people would be connected with all their offline connections, it would take only two intermediaries to reach a number of people as many of the population of the entire United States (Adamic & Adar, 2007). Concretely, this means that if one person shares a message to all his offline connections, a thousand people could be reached per message (Adamic & Adar, 2007). The following fragment gives an example of the text above: Source A has 10 connections via a SNSs. The connections of source A look daily at their SNSs. Source B has 100 SNS-connections. The connections of source B also look at their SNSs daily. In this example: The reach of source A is lower than the reach of source B. Therefore, the number of connections count and their use of SNSs determines the reach of a SNS-vacancy. The number of connections could differ between Facebook, LinkedIn and Twitter. A source can reach more people with a message via Facebook than via LinkedIn and Twitter, depending on his connections on several SNSs. However, this does not say anything about how many people truly read the message, because people have to be motivated to read the message of the source. Thus, the SNS is probably not the best predictor of reach of a SNS-vacancy, but the source of the message is.

In order to determine which employees could be used as recruitment sources, companies are interested in their type of connections. The connections can be split up in two different kinds of connections, called relationship categories (Heaney & Israel, 2008) or role relationships (Reagans, 2005). This is interesting information for companies, since this gives more tangible information about which current employees have impact on which SNS-connections. Therefore, the next section describes the reach of different role relationships.

Reach and credibility of role relationships

The reach of a SNS-vacancy could depend on the relationship between the source and the receiver. It could be that people read more messages from one group than from another group. For example: people could read more messages from family members than from colleagues. If people read more from one group than from another group, the reach of different kinds of connections (role

relationship) will differ. Marsden and Campbell (1984) compared the credibility of different role relationships; kinships, neighbors and coworkers. This is just a selection of many role relationships, people could have more and different kinds of role relationships as SNS-connections. It is important to know the types of relationships that make a message more likely to be read and be seen as credible. The frequency of readings is important because this determines how many people could be reached and the credibility is important because this determines the efficacy of the messages. Therefore, in this study, the frequency of readings and credibility of the different role relationships are compared.

2.4 Research questions

This chapter began with the question:

'In what way can Ziggo (and other companies) use SNSs as a recruitment channel?'

The paragraphs above built a framework for the current study, in which 1) SNSs (Facebook, LinkedIn and Twitter) are the biggest SNSs in the Netherlands and 2) the effects of tie strength, source credibility and role relationships on the efficacy of a SNS-vacancy need to be studied. This section names the study questions based on the paragraphs above, see Figure 10 for the research model.

The following questions about SNSs will be answered in the current study:

- How frequently do SNS-users use Facebook, LinkedIn and Twitter, and how many connections do they have?
- Do SNSs influence the credibility of SNS-vacancies?

The following relationships between the constructs will be answered in this current study:

- To what extent does source credibility predict the overall credibility of a SNS-vacancy?
- To what extent could tie strength influence source credibility, and (in)directly the credibility of SNS-vacancies?
- Which predictors of tie strength can be used to measure tie strength?

The following questions about SNS-connections as recruitment sources will be answered in the current study:

- What role relationships make people read messages via SNSs more frequently?
- What role relationships make people believe messages via SNS?

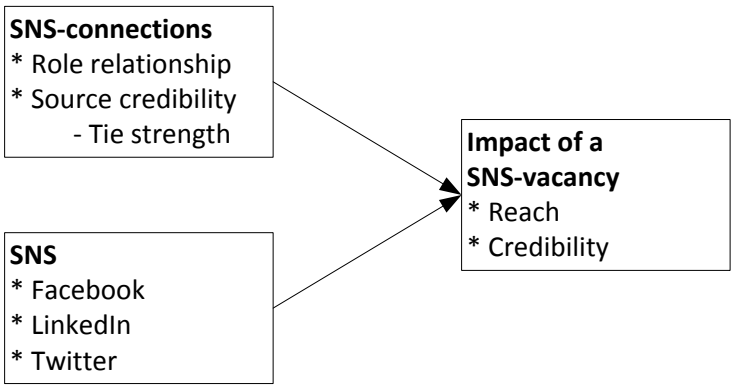


Figure 10: Research model

3. Method

This chapter discusses which data was needed to answer the research questions and how it was acquired and used.This chapter consists of two parts; paragraph 3.1 discusses the pretest and paragraph 3.2 discusses the main study.

3.1 Pretest

Eight respondents were asked to name all the different kinds of relationships they have via SNSs, in order to formulate the role relationships that people have as connections via SNSs. Four of these respondents were men and four respondents were women, in all two of them were 23 years old, one of them 24 years old, one of them 29 years old, one of them 33 years old, one of them 39 years old, one of them 54 and the last one was 55 years old. All were colleagues, friends or family of the researcher. Nineteen categories were made based on these results, see appendix A for the answers the eight respondents gave. The nineteen different kinds of relationships (role relationships) that were included in the main study are shown in table 3.1.

Table 3.1:
Role relationships and number of respondents that named this role relationship

Category	Role Relationship	Number of respondents that named this category
1.	Online friends	3
2.	Friends	7
3.	Old friends	4
4.	Family (first degree relatives)	8
5.	Family (second degree relatives)	2
6.	Study mates	3
7.	Old study mates	4
8.	Colleagues	6
9.	Old colleagues	5
10.	Team/club mates	3
11.	Old team/club mates	2
12.	Neighbors	2
13.	People with the same interests	2
14.	Partners & potential partners	6
15.	Ex-partners	2
16.	People with the same expertise	3
17.	Business relations (enduring)	3
18.	Business relations (one time)	2
19.	Indirect connections	6

3.2 Main study

This part of the method section discusses the procedure (§3.2.1), respondents (§3.2.2) and the measures (§3.2.3) of the main study.

3.2.1 Procedure

Respondents were recruited via status updates posted on Twitter, Facebook and LinkedIn or via an email invitation. After an invitation to participate in the study, respondents were randomly assigned to one of two conditions. The first part of the questionnaire was the same for every respondent. However, before completing the second part of the questionnaire, an assignment for the respondents was added. The respondents were asked to think of someone. In condition 1 [few messages condition], the person in mind had to be someone from whom they ***do not*** read many messages via SNSs. In the second condition [many messages condition], this person had to be someone from whom they ***do*** read many messages via SNS.

3.2.2 Respondents

A total of 397 respondents started with the questionnaire. The data of 65 respondents was not used in this study, because these respondents did not finish the questionnaire. This resulted in a dataset of 332 respondents (50% males and 49% females and 1% did not want to tell their gender) that included respondents aged from 16 to 66 years (M=30, SD=10.69). In all, 59% of the respondents were employed, 35% of the respondents were students, 3% were in between jobs and 3% of the respondents did not want to tell their employment status. Most respondents were highly educated. To be more precise, 42% of the sample is educated at the highest level of education (including VWO and WO), 43% is educated at a high level of education (including HAVO and HBO), 12% of the sample is educated at a medium level (VMBO and MBO) and none of the respondents was educated at a low level (lower vocational education, only primary school or no education). See table 3.2 for an overview of these demographics.

Table 3.2:
Demographics of the 332 respondents

Demographics	Variable	Percentage
Gender	Male	50%
	Female	49%
	Did not want to tell	1%
Age	<18	3%
	18-22	16%
	23-35	55%
	36-49	17%
	50-65	9%
	>65	<1%
Education level	Low	0%
	Medium	12%
	High	43%
	Highest	42%
	Did not want to tell	3%
Employment status	Student with a side job	31%
	Student without a side job	5%
	Employee of an organization	52%
	Having an own business	7%
	In between jobs	3%
	Other	2%
	Did not want to tell	<1%

3.2.3 Measures

In the first part, questions about the 19 role relationships in general were asked; such as how many times do you read messages of friends, colleagues, indirect connections etc., and do you believe the messages of these role relationships. Additionally, questions about applying behavior via SNSs, number of friends and frequency of SNS-use were added. Part 2 of the questionnaire consisted of questions about one specific person. Questions about the kind of relationships they have with the person in mind (role relationships), similarity in demographic characteristics, tie strength, source credibility and credibility of vacancies posted by this person were asked. The section below describes the measures and answer scales in more detail. See appendix G for the Dutch questionnaire (data was collected in Dutch).

Questions of part 1

Frequency of readings of a role relationship

For these variables, the questionnaire used a 5-point Likert scale with the following values: 1)Never, 2) Infrequently, 3) Sometimes (at least monthly), 4) Frequently (at least weekly), and 5) Always (at least daily).

Credibility of a role relationship

Per role relationship an overall credibility of a role relationship is asked. The respondents could answer this on a 5-point Likert scale with the following values: 1) Totally not credible, 2) Not credible, 3) A little bit credible, 4) Credible, and 5) Totally credible.

Applying behavior via SNSs in the past

Respondents had to answer the question 'Have you ever applied on a vacancy via SNSs?' They had three options to choose from: 1) Yes multiple times, 2) yes only once or 3) no never. The number of people who already applied on a vacancy via SNSs was measured. *If people answered in the affirmative using option 1) or 2), they got two extra questions*: via which SNS did you first see the vacancy? And did you receive the job-offer via a contact (if so, via which role relation), via a group or differently?

Questions of part 2

Respondents had to answer questions about a specific person they kept in mind. For example; if the frequency of contact was measured, the respondents had to answer how frequently they and the person in mind have contact. This part consisted of measures of: source credibility, tie strength, predictors of tie strength, and overall credibility of vacancies and background questions.

Overall credibility of vacancies

Eastin (2001) argued that message credibility is based on three sub constructs: accuracy, believability and factualness. All sub constructs were measured with five items and have an alpha of .89. This study is about online vacancies, which are up-to-date and full of facts. If the information is accurate and correct, believability is the most important item. Wathen and Burkell (2002) argue that message credibility can be measured by asking respondents directly to indicate whether a message is credible. Therefore, the expectation is that respondents could indicate to what extent a vacancy message is credible. The used items were: "If 'X' posts a message with the text 'Interesting vacancy', to what extent do you believe the message is plausible", "If 'X' posts a message with the text 'Interesting vacancy', do you think it is an interesting vacancy because 'X'told you?", "If 'X' posts a message with the text 'Interesting vacancy', do you think it is an interesting position, because 'X' told you?" and "If 'X' posts a message with the text 'Interesting vacancy', do you believe the message?". The internal consistency of the scale in this study's sample was .90.

Source credibility

The impact of tie strength on source credibility was measured in this study. The source credibility was measured many times in other studies. McCroskey and Teven (1999) measured source credibility

with competence, goodwill and trustworthiness. All using 6 bipolar items and based on previous studies. Eisend (2006) adapted the scale of McCoskey and Teven (1999) to make the scale more reliable. Therefore, the most important variables of the meta-analysis of Eisend (2006) are used to measure source credibility in this study; trustworthiness (honest-dishonest, sincere-insincere, realistic-unrealistic, right-wrong, trustworthy-not trustworthy), competence (trained-untrained, competent-incompetent, professional-unprofessional, experienced-inexperienced) and attraction (attractive-unattractive, appealing-unappealing, nice-awful, expressive-inexpressive, dynamic-static).The Cronbach's alpha of this scale was .930 in their study. This 14-item scale of Eisend (2004) was used in this study to measure source credibility. The response format was a 5-point Likert scale. The Cronbach's alpha was calculated to determine to what extent the fourteen items were useful in measuring source credibility. This construct had a Cronbach's alpha of .926. Therefore, all 14 items were used to measure source credibility. Questionnaire length could have significantly effect on response rates in online surveys (Galesic, 2010). For online questionnaires, it is preferable to have short scales to measure the constructs. Because the 14-item scale is a long scale the section about recommendations for further studies focuses on how further studies could use scales with fewer items (§6.2).

Tie strength

Tie strength indicators were used to measure tie strength. Relationship closeness is the best measure of tie strength according to Marsden & Campbell (1984). According to Pornsakulvanich, Haridakis & Rubin (2008), the interpersonal Solidarity Scale (ISS) of Wheeless (1978) could measure online relationship closeness (see appendix B for the 20 items of the scale). Wheeless reported split-half reliabilities of .96 (Wheeless, 1978) and .94 (Wheeless, Wheeless, & Baus, 1984) for this scale. The response format in the current study was a 5-point Likert scale. The Cronbach's alpha was calculated to determine to what extent the 20 items were useful to measure tie strength. This construct had a Cronbach's alpha of .964. Therefore, all 20 items were used as indicators to measure tie strength. This is also a long scale, therefore the section about recommendations for further studies focuses on how further studies could use scales with fewer items for measuring tie strength (§6.2). This study also tested to what extent the predictors (1 item measures) of tie strength can be used to measure tie strength.

Predictors of tie strength

Tie strength can be predicted using different indicators (variables) according to previous studies. The following tie strength predictors were used in this current study:

- Duration of the relationship is one of these predictors. This was measured with the question: How many years do you know each other (Answer in whole years, 0, 1, 2 etc., by shorter than one year, fill in '0')?
- Frequency of contact. This was measured with the contact moments as well online as offline. Respondents had to answer on a 5-point Likert scale; 1) less than one in half a year, 2) less than monthly, 3) at least monthly, 4) at least weekly, 5) at least daily.
- Proximity. The respondents were asked to make an estimation of the distance in kilometers between the house of the person in mind and their own house.
- Similarity in age, gender, education level and employment status. Respondents had to fill in the age, gender, education level and employment status of themselves and of their person in mind. If the respondents and their person in mind share same categories (same gender, same education level and same employment status) they were ranked as similar. If the age differed 0-2 years the age is ranked as 'same age' and if the age differed more than 2 years the age is ranked as 'different age'. The next section describes how these background data was measured.

Background questions

At the end of the questionnaire, background (biographical) questions were asked in order to see what the characteristics of the respondents are. The respondents were asked for their and the demographics of the person (s)he had in mind:

- Gender. Three categories: 1) male, 2) female and 3) do not want to tell.
- Education. Five categories: 1) Low level of education, including lower general education, lower vocational education, no education and only primary school, 2) medium level of education; including medium general secondary education (MAVO/VMBO), medium vocational education (MBO), 3) Higher level of education, including higher general secondary education (HAVO) and higher vocational education (HBO), and 4) Highest level of education, including university preparation education (VWO) and university education (WO), 5) do not want to tell.
- Employment status. Seven categories: 1) Student with side job, 2) Student without side job, 3) Employee of an organization, 4) Having an own business, 5) In between jobs, 6) Other, and 7) Do not want to tell.
- Age. The age was recorded at the time of questionnaire, and it was later categorized into groups.

4. Results

In this chapter, the results will be discussed. The first paragraph focuses on past applying behavior of respondents because this gives insight into what has worked in the past. After showing these numbers (§4.1), the differences between the SNSs (§4.2), the effect of source credibility on SNS-vacancies (§4.3), the effects of tie strength on source credibility (§4.4), and the effect of source credibility as mediator between tie strength and vacancy impact (§4.5) are discussed. Additionally this chapter focuses on which tie strength predictors can be used (§4.6) and which role relationships have impact via SNSs (§4.7).

4.1 Number of people who already applied on a vacancy via SNS

7.8% of the respondents applied multiple times on a vacancy via SNSs. 9.6% of the respondents applied only once on a vacancy via a SNS and 82.5% of the respondents never applied on a vacancy via SNSs. In 48.3% of the cases they saw the vacancy via an online connection, 44.8% of the cases in a SNS group and 6.9% of the cases via different ways; for example they were directly contacted via a SNS, or they saw the message in a vacancy commercial via a SNS.

If people applied on a SNS-vacancy via an online connection, they applied via LinkedIn in 72.2% of the cases, via Twitter in 16.7% of the cases and in 11.1% of the cases via Facebook, no other SNSs were named in the current study.

Conclusion about this past behavior:

In June 2012 SNSs were still not frequently used to apply for a job, since only 17.5% of the respondents ever applied for a job via SNSs. If people used SNSs to apply for a job LinkedIn is most used.

4.2 Differences between SNS

Whether a SNS can be used for recruitment purposes depends on how frequently the target group uses the SNS and if people share a message, the number of connections determines how many people could be ideally reached with one message (§4.2.1). Additionally, it is important that receivers of the SNS-vacancies believe the content of the message, because otherwise the message could not have any effect on the receiver. Therefore, to what extent the SNS-vacancies credibility differs per channel (Facebook, LinkedIn and Twitter) is described in §4.2.2.

4.2.1 Reach via SNSs

The number of possible readers of a message depends on the number of people able to read the message. How many people could possible read the message depends on the number of connections of the source. The more people are connected, the more people could possibly read the message.

Additionally, if people are connected but they do not use the Social Networking Site, they cannot read the message. Therefore, number of connections and frequency of SNS-use per SNS are important. This section describes and compares the frequency of use and the number of connections per Social Networking Site (Facebook, LinkedIn and Twitter).

Paired sample t-tests were used to test the differences in frequency of SNS-use and the differences in numbers of connections per Social Networking Site. The respondents used Facebook ($M_{Facebook}$=4.47, SD=1.16) more than LinkedIn ($M_{LinkedIn}$=3.05, SD=1.48, t(329)=13.264, p<.01), used Facebook more than Twitter ($M_{Twitter}$=2.62, SD=1.77, t(327)=17.489, p<.01), and used LinkedIn more than Twitter (t(327)=3.667, p<.01). In addition, the average number of connections per SNS differs too. The respondents had the more online contacts via Facebook ($M_{Facebook}$=207, SD=173) than via LinkedIn ($M_{LinkedIn}$=147, SD=171, t(301)=4.686, p<.01) and Twitter ($M_{Twitter}$=53, SD=90, t(292)=16.200, p<.01). Additionally, respondents had significantly more connections via LinkedIn than Twitter (t(286)=10.015, p<.01). See for an overview of the means and standard deviations table 4.1. As can be seen, the numbers of contacts have high standard deviations. There is much variation; the high standard deviations indicate that the numbers of connections were spread out over a large range of values. Thus, these average numbers were not easy to predict. It could be that the differences between ages, education levels and genders can explain the wide range. Therefore, the following section focus on the differences in ages, genders, education levels and employment status. One-way analyses of variances were used to compare the categories. Bonferroni Post-Hoc tests show which categories differed from each other if the one-way analyses of variances show that there were significant differences between the categories. The results of these Bonferroni Post-Hoc tests are shown in appendix C. Four-way analysis of variances could test if there are any interaction effects and if the differences between the categories in one variable disappear if controlled for the other independent variables. For example, it could be that the differences between students and employees in this study were significant due to the age differences between the two groups. This study focused on the one-way analysis of variances, because this study focused on getting a first impression of the reach of a SNS-vacancy. In addition, if only one variable (for example only the education level) is known, recruiters can base the choice for one Social Networking Site over another on this single variable if the differences in this variable were significant. If interested which effects are significant if controlled for the other variables, see appendix D.

Table 4.1:
Averages per SNS

		Facebook			LinkedIn			Twitter		
	N	M(SD)	Min	Max	M(SD)	Min	Max	M(SD)	Min	Max
Average frequency of SNSs use*	332	4.47 (1.16)	1	5	3.05 (1.48)	1	5	2.62 (1.77)	1	5
Average # of connections	327	207 (173)	0	910	147 (171)	0	1000	53 (90)	0	500

*Note. *Measured on a 5-point Likert scale.1=never, 5= daily*

Age

The frequency of SNS-use and the number of connections per SNS differ per age category, see table 4.2. Visualizations of these means are given in figures 11 to 16. As can be seen in the table, the standard deviations were high, thus the frequency of SNS-use and the numbers of connections *within* an age category were spread out over a large range of values. This means that the variation within an age category is high. For example; in the age category 18-22 years, the means were not all concentrated around the 85 LinkedIn connections, but some respondents had fewer than 10 connections and some respondents had over 600 connections.

Even though the standard deviations were high within the age categories, a comparison between the age categories is made. One-way analyses were used to see if the mean frequency of SNS-use and the average number of connections differ *significantly* per SNS between the age categories, see table 4.3. The age categories differ in the frequency of Facebook, LinkedIn and Twitter use. The number of connections on Facebook and LinkedIn also differed per age category, but did not significantly differ on Twitter, according to one-way analyses of variances. The numbers only give an indication about the reach per age category, since the means in the total Dutch population could differ from the means in the sample of this study due to the high standard deviations. People younger than 35 years use Facebook more frequently and have more connections via Facebook than people older than 35 years. LinkedIn showed a division in opposing directions, people older than 22 years old use LinkedIn more often than the people younger than 22 years old do. People between 35-49 years old use LinkedIn most frequently and have, in comparison to the other age categories, the most connections via LinkedIn. These people between 35-49 years old had most connections via LinkedIn but seem to have the lowest average number of connections on Twitter. The differences in average numbers of connections on Twitter did not significantly differ between the age categories. The frequency of Twitter use did differ ($p<.05$) between the age categories; the younger the respondents the more often the respondents use Twitter.

Table 4.2:

Means and standard deviations per age category

	<18	**18-22**	**23-35**	**36-49**	**50-65**
	M(SD)	M(SD)	M(SD)	M(SD)	M(SD)
Frequency of Facebook use	4.88(0.35)	4.81(0.79)	4.65(0.88)	3.96(1.49)	3.43(1.81)
Frequency of LinkedIn use	1.50(1.07)	2.74(1.47)	3.11(1.41)	3.46(1.46)	3.00(1.66)
Frequency of Twitter use	4.00(1.41)	3.19(1.78)	2.46(1.70)	2.57(1.84)	2.37(1.84)
Number of friends on Facebook	217(93)	343(176)	226(161)	84(99)	50(74)
Number of connections on LinkedIn	24(64)	85(105)	134(147)	274(228)	164(207)
Number of followers on Twitter	95(78)	77(88)	47(94)	37(68)	51(105)

Note. There was only one respondent older than 65 years old. Since the spreading in the age categories is large, one person cannot give any indication about the means for respondents from 65 years and older. Therefore, the data of this respondent from 66 years old is not used in the comparison between ages.

Table 4.3:

Age category differences according to one-way analyses of variance

SNS	Dependent variable	F	df	Sig.
Facebook	Average frequency of use	9.964	(4,317)	<.01
LinkedIn	Average frequency of use	3.415	(4,319)	<.01
Twitter	Average frequency of use	2.577	(4,316)	<.05
Facebook	Average # of connections	23.195	(4,314)	<.01
LinkedIn	Average # of connections	8.789	(4,319)	<.01
Twitter	Average # of connections	1.538	(4,284)	Ns.

Facebook:

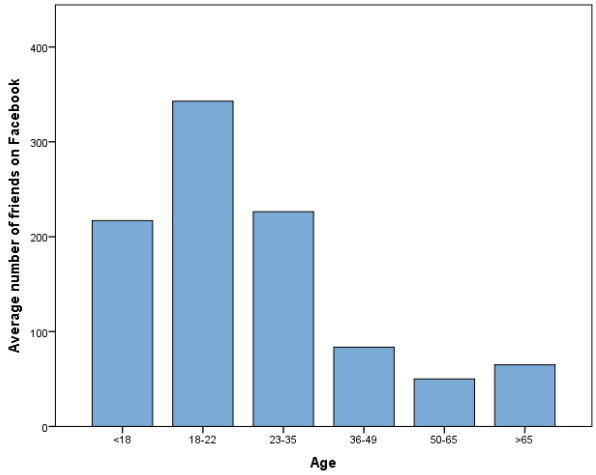


Figure 11: average number of connections on Facebook per age category

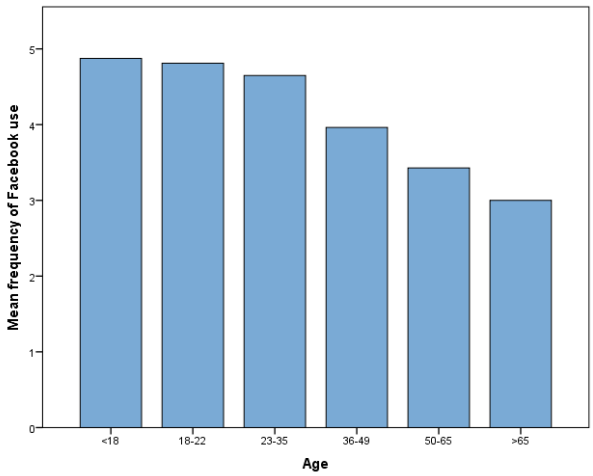


Figure 12: Mean frequency of Facebook use per age category (1=never, 5=daily)

LinkedIn:

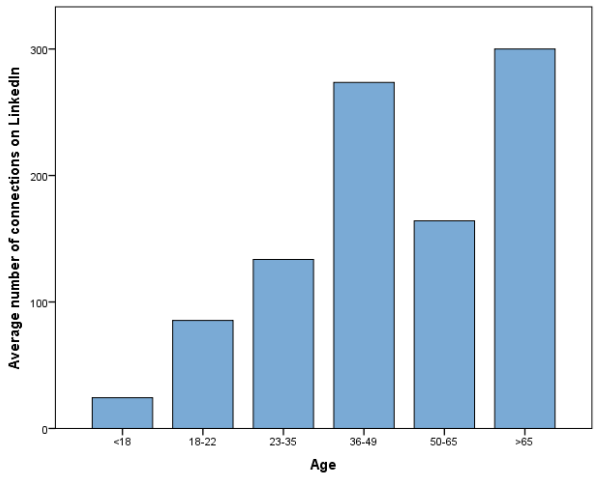


Figure 13: average number of connections on LinkedIn per age category

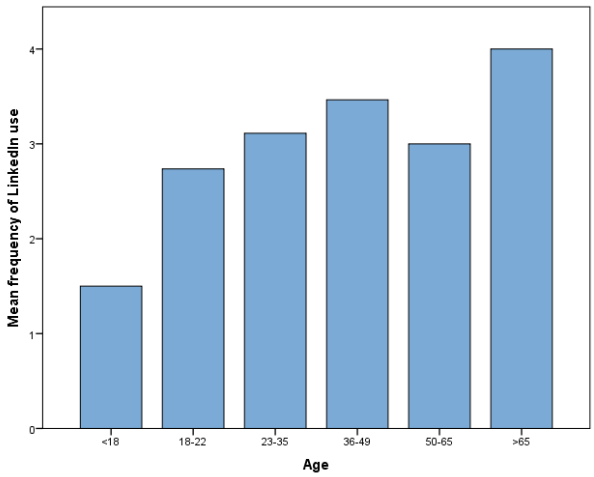


Figure 14: Mean frequency of LinkedIn use per age category (1=never, 5=daily)

Twitter:

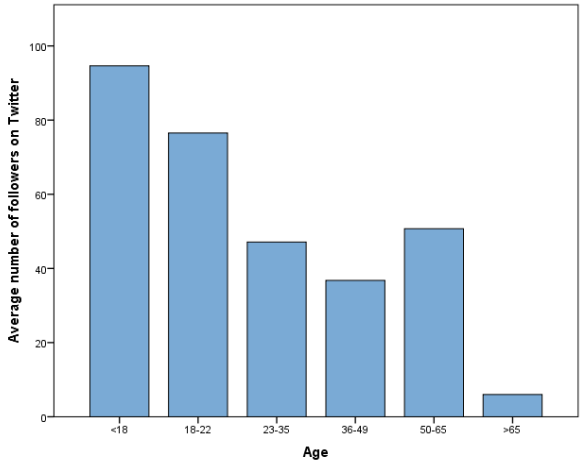


Figure 15: average number of connections on Twitter per age category

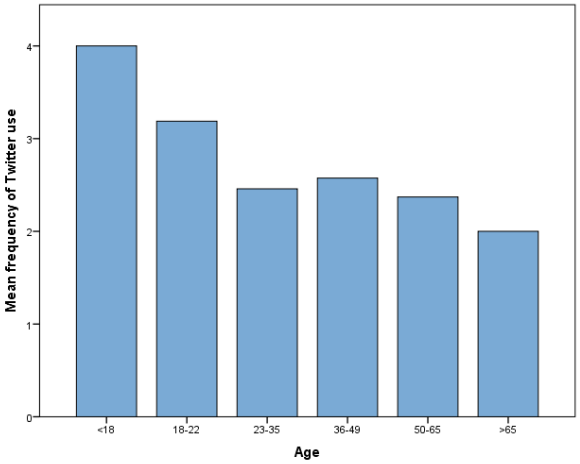


Figure 16: Mean frequency of Twitter use per age category (1=never, 5=daily)

Gender

Males and females differ in their SNS-use. The frequency with which males and females use the SNSs is given in table 4.4. Visualizations of these differences are given in appendix E. The significance of the differences between males and females according to one-way analyses of variances is also given in the same row of the table (with the F-value, degrees of freedom and the significance of the difference). As can be seen in the table, females use Facebook more often than males do. Females also have more connections on Facebook than males have. Males use Twitter and LinkedIn more often than females do and males have more connections via Twitter and LinkedIn than females have.

Table 4.4:

Differences in gender and significance of the difference according to one-way analyses of variance

SNS	Dependent variable	$M(SD)_{male}$	$M(SD)_{female}$	F	df	Sig.
Facebook	Average frequency of use	4.23(1.36)	4.67(0.90)	11.704	(1,317)	<.01
LinkedIn	Average frequency of use	3.41(1.41)	2.74(1.45)	17.648	(1,319)	<.01
Twitter	Average frequency of use	2.92(1.80)	2.33(1.70)	9.052	(1,316)	<.01
Facebook	Average # of connections	185 (182)	223 (152)	3.962	(1,314)	<.05
LinkedIn	Average # of connections	188 (197)	107 (127)	16.864	(1,319)	<.01
Twitter	Average # of connections	63 (104)	39 (68)	5.587	(1,284)	<.05

Education level

The frequency of LinkedIn use and number of connections on LinkedIn differ between the medium, high and highest education categories, see table 4.5 (and visualizations of these differences are given in appendix E). The high and highest education levels have more connections via LinkedIn than the people with a medium level of education. The respondents with the highest level of education used LinkedIn most often, followed by the respondents with a high level of education and of these groups the respondents with a medium education level used LinkedIn the least often.

Additionally, the highest educated respondents had more connections on Facebook than the high-educated respondents and the medium educated respondents. The high-educated respondents also had more friends via Facebook than the medium educated respondents. The frequency of Facebook use and the average number of connections on Twitter did not significantly differ between the different education levels. In addition, the high and highest educated respondents use Twitter more often than the medium educated respondents did.

Table 4.5:

Differences in education level and significance of the difference according to one-way analyses of variance

SNS	Dependent variable	$M(SD)_{medium}$	$M(SD)_{high}$	$M(SD)_{highest}$	F	df	Sig.
Facebook	Average frequency of use	4.23(1.22)	4.43(1.20)	4.57(1.08)	0.429	(2,317)	Ns.
LinkedIn	Average frequency of use	1.97(1.35)	3.03(1.49)	3.41(1.34)	15.836	(2,319)	<.01
Twitter	Average frequency of use	1.90(1.59)	2.77(1.84)	2.71(1.70)	3.999	(2,316)	<.05
Facebook	Average # of connections	117 (118)	171 (143)	269 (190)	19.391	(2,314)	<.01
LinkedIn	Average # of connections	38 (73)	165 (186)	161 (166)	8.210	(2,293)	<.01
Twitter	Average # of connections	31 (73)	61 (105)	48 (77)	1.594	(2,285)	Ns.

Note. None of the respondents had a low level of education. Therefore, this category could not be analyzed in the data.

Employment status

People who were in between jobs, students, and employees differ in their frequency of SNS-use and the number of connections that they have via SNSs, see table 4.6. Visualizations of these differences are given in appendix E. According to one-way analyses of variance the student respondents and in between jobs respondents use Facebook and Twitter more often than employee respondents. In between job respondents use LinkedIn most often, followed by employees, and students use LinkedIn least often. Students have most connections via Facebook, more than employees and in between job respondents. In between job respondents have more connections via Twitter and LinkedIn than students and employees have.

Table 4.6:

Differences in employment status and significance of the difference according to one-way analyses of variance

SNS	Dependent variable	$M(SD)_{student}$	$M(SD)_{employee}$	$M(SD)_{ibj*}$	F	df	Sig.
Facebook	Average frequency of use	4.89(0.56)	4.18(1.39)	4.61(0.58)	14.467	(2,313)	<.01
LinkedIn	Average frequency of use	2.73(1.45)	3.18(1.44)	3.92(1.38)	7.905	(2,315)	<.01
Twitter	Average frequency of use	2.88(1.73)	2.42(1.77)	3.17(1.72)	3.548	(2,314)	<.01
Facebook	Average # of friends	311 (159)	143 (145)	170 (169)	42.896	(2,310)	<.01
LinkedIn	Average # of connections	81 (98)	187 (188)	234 (220)	16.669	(2,289)	<.01
Twitter	Average # of followers	58 (79)	43 (89)	100 (136)	4.118	(2,281)	<.05

*Note. *ibj= in between jobs*

Correlation between number of connections and frequency of SNS-use

In the tables it can be seen that if some groups use a SNS more often than other groups, they have a higher number of connections on the SNS than the other groups. For example: females use Facebook more often than males do (females: M=4.67, SD=0.90, males: M=4.23, SD=1.36), additionally females have more connections via Facebook (M= 223, SD= 152) than males have (M=185, SD=182). Another example, employees use LinkedIn significantly more than students do (employees: M=3.18, SD=1.44, students: M=2.73, SD=1.45). Employees have also more connections via LinkedIn (M=187, SD=188)

than students have (M=81, SD=98). There seems to be a correlation between frequency of SNS-use and number of connections on the SNSs within the groups. Therefore, this section describes the correlations between frequency of SNS-use and number of friends on the SNSs (for all respondents together). The bivariate correlation (R) is used as a measure of the correlation between the frequency of SNS-use and the number of connections.

The number of friends on Facebook is significantly correlated to frequency of Facebook use (R=.448, p<.01). The explaining variance of number of friends on frequency of Facebook use (R^2=.201). In addition, the number of connections on LinkedIn is significantly correlated to frequency of LinkedIn use (R=.611, p<.01). The explaining variance of number of friends on frequency of LinkedIn use (R^2=.373). Likewise, the number of connections on Twitter is significantly correlated to frequency of Twitter use (R=.608, p<.01). The explaining variance of number of friends on frequency of Twitter use (R^2=.370). In conclusion: if someone has many connections via the SNS, the change that he/she uses the SNS very often is bigger than if some has just a few connections via the SNS.

Conclusion about the reach of SNS

Even though the high standard deviations show a big variance between people in one group, the frequency of SNS use differ significantly per age, gender, education level and employment status. For example, if someone wants to ask a 19 year old employee and a 59 year old employee to post a vacancy via SNSs and does not want to annoy people with the message, then he could probably better ask the 59 year old employee to post the vacancy via LinkedIn and the 19 year old employee to post the vacancy via Facebook. Because the 19 year old employee has on average around 80 connections via LinkedIn, but over 300 connections via Facebook. On average the 59 year old employee has around 50 connections via Facebook, but on average over 150 connections via LinkedIn. The 19 year old probably reaches more potential applicants via Facebook and the 59 year old employee probably reaches more potential employees via LinkedIn. The averages found in this study could differ with the averages in others studies, due to the high standard deviations within the groups, but the differences in means between the age, gender, education and employment categories were significant. This study shows that the average frequency of SNS-use and average number of connections on SNSs differ significantly in gender, education levels, employment status and age categories. Thus, the numbers give an indication about the reach of the different target groups per SNS.

4.2.2 Credibility of SNSs

It is important to know the credibility of the different vacancies. Even more important is the comparison between the different SNSs. This comparison between the different SNSs is made with paired T-tests. Respondents had to answer how credible a vacancy from a particular person in mind

was. Three questions were asked "How credible are Facebook vacancies of this person?" "How credible are LinkedIn vacancies of this person?" and "How credible are Twitter vacancies of this person?". The credibility of the vacancies did not significantly differ per SNS. The credibility of LinkedIn vacancies (M=4.34, SD=0.90) was slightly more credible than the Facebook vacancies (M=4.13, SD=0.95, t(119)=1.994, p<0.05), but not significantly more credible than the Twitter vacancies (M=4.19, SD=.95, t(71)=0.893, p=ns). Between the Facebook and Twitter vacancies were also no significant differences in credibility (t(97)=0.457, p=ns).

Conclusion about the credibility of different vacancies:

The SNSs had influence on the credibility (efficacy) of the SNS-vacancies. However, the differences between LinkedIn and Facebook vacancies were small. Therefore, other factors besides SNSs could probably explain the credibility of SNS-vacancies. The next section focuses on different SNS-connections on the reach and credibility of SNS-vacancies.

4.3 The effect of source credibility on SNS-vacancies

The impact of a vacancy can be calculated by frequency of readings and credibility of the vacancy. Therefore this paragraph focuses on the effect of source credibility on vacancy credibility (§4.3.1) and the effect of source credibility on frequency of readings (§4.3.2).

4.3.1 Effect of source credibility on vacancy credibility

In this study, the effect of source credibility on the vacancy credibility was measured. Bivariate correlations were used to evaluate the degree of relationship between two constructs. Source credibility is significantly related to credibility of SNS-vacancies (R=.658). Linear regression analysis shows that source credibility can predict 43.3% of the credibility of a vacancy (F(1,324)=247.30, p<.01). In addition, source credibility is also significantly related to the credibility of Facebook, LinkedIn and Twitter vacancies, see for all correlations table 4.7. Source credibility is highly correlated to the credibility of SNS-vacancies.

Linear regression analysis also showed that source credibility explained 35.1% of the credibility of a Facebook vacancy (F(1,277)=151.63, p<.01), 35.3% of the credibility of a LinkedIn vacancy (F(1,155)=86.17, p<.01) and 29.3% of the credibility of a Twitter vacancy (F(1,108)=46.11, p<.01).

Conclusion about effect of source credibility on vacancy credibility:

Source credibility is strongly correlated to the credibility of SNS-vacancies. In this study, the sources were SNS-connections. Thus, the credibility of the SNS-connections affects the credibility of the SNS-vacancies.

Table 4.7:
Correlations between Source credibility and credibility of SNS-vacancies

	Source Credibility	Credibility overall vacancies	Credibility of Facebook vacancies	Credibility of LinkedIn vacancies	Credibility of Twitter vacancies
Source Credibility	1				
Credibility overall vacancies	.658**	1			
Credibility of Facebook vacancies	.595**	.528**	1		
Credibility of LinkedIn vacancies	.598**	.520**	.695**	1	
Credibility of Twitter vacancies	.547**	.479**	.574**	.864**	1

*Note. **correlations were Significant at a .01 level.*

4.3.2 Effect of source credibility on reach (frequency of readings)

The effects of source credibility were also tested on how many times people read messages of this person (frequency of readings). Linear regression analysis shows that source credibility can predict 15.5% of the frequency of readings on Facebook ($F(1,282)=52.847$, $p<.01$), 8.3% of the frequency of readings via LinkedIn ($F(1,161)=15.746$, $p<.01$) and 6.0% of the frequency of readings on Twitter ($F(1,119)=8.651$, $p<.01$). See table 4.8 for the correlations between source credibility and the frequencies of readings on Facebook, LinkedIn and Twitter.

Table 4.8:
Correlations between Source Credibility and Frequency of readings

	Source Credibility	Frequency of Facebook readings	Frequency of LinkedIn readings	Frequency of Twitter readings
Source Credibility	1			
Frequency of readings Facebook	.397**	1		
Frequency of readings LinkedIn	.298**	.208*	1	
Frequency of readings Twitter	.260**	.326**	.497**	1

*Note. *Correlations were significant at a .05 level, **Correlations were significant at a .01 level.*

Conclusion about effect of source credibility on frequency of readings:

The sources were SNS-connections. People read more messages from SNS-connections if they judge the SNS-connection very credible than if they judge the person as not credible at all. However, the explaining variance of source credibility on frequency of reading is between the 6 and 16%. Thus, between the 84 and 94% could be explained by other factors. Thus, other factors could probably

better explain the frequencies of readings than source credibility could. We return to this subject in paragraph 4.5.1.

4.4 The effect of tie strength on source credibility

In the literature tie strength is commonly named as a predictor for source credibility. The relationships between the SNS-connections and the receivers probably differ in tie strength. Therefore, it is expected that connections with strong ties were more credible than connections with weak ties. Simple regression analysis show the relation between the construct tie strength (measured with the emotional closeness scale of Wheeles, 1978) and the construct source credibility (measured with the source credibility scale of Eisend, 2004). Source credibility is for 58.3% predicted by the tie strength with the source (β=0.586, F(1,326)=454.40, p<.01). This relationship is also plotted in figure 17.

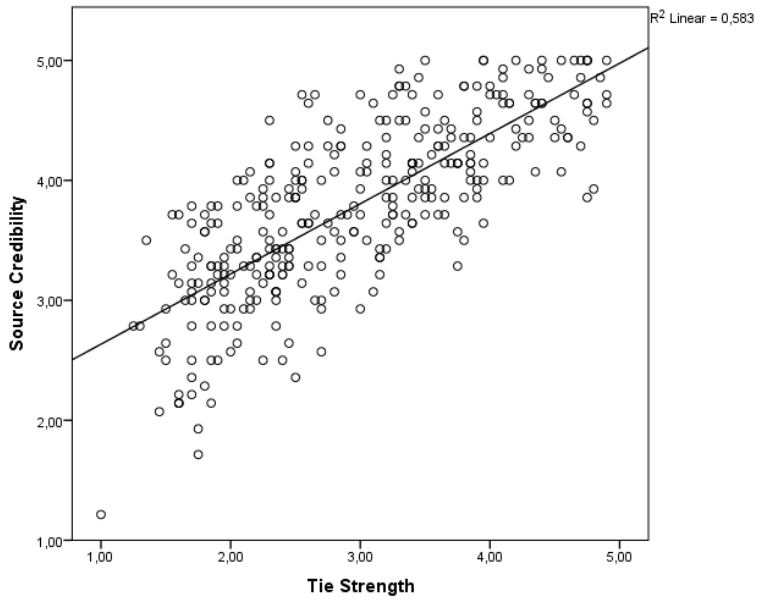


Figure 17: The effect of tie strength on source credibility

Conclusion of correlation between tie strength and source credibility:

Tie strength predicted for 58.3% the source credibility. Thus, tie strength can be used as predictor of source credibility. It seems that tie strength has an indirect effect on vacancy credibility, because tie strength predicted the source credibility, the source credibility predicted the vacancy credibility. Source credibility was not really a good predictor of frequency of readings, thus tie strength probably does not affect the frequency of readings from the source, unless tie strength has a direct effect on frequency of readings. The following paragraph focuses on the (indirect) relationships between tie strength, source credibility and vacancy credibility.

4.5 Source credibility as mediator between tie strength and impact of a SNS-vacancy

The impact of a SNS-vacancy is defined as the credibility of the message and frequency of readings. Therefore, the mediation effect on both constructs were tested. The first paragraph discusses the impact of source credibility between tie strength and overall credibility of SNS-vacancies (§4.5.1) and the second paragraph discusses the impact of source credibility between tie strength and frequency of readings (§4.5.2).

4.5.1 Source credibility as mediator between tie strength and impact of a SNS-vacancy

The results in the paragraphs above show all the direct effects. However, the research model shows one mediator in the model. This paragraph focuses on this mediator: 'source credibility'.

To confirm that source credibility is a mediator in this process, the following rules should be met:

1. Tie strength is a significant predictor of vacancy credibility.
2. Tie strength is a significant predictor of the source credibility.
3. Source credibility is a significant predictor of SNS-vacancy, while controlling for tie strength.

1. Tie strength as predictor of overall credibility of SNS-vacancies.

This relationship is tested with a linear regression analysis. Tie strength predicts 33.8% of the overall credibility of SNS-vacancies (β=0.540, $F(1,325)$=167.723, $p<.01$).

2. Tie strength is a significant predictor of the source credibility.

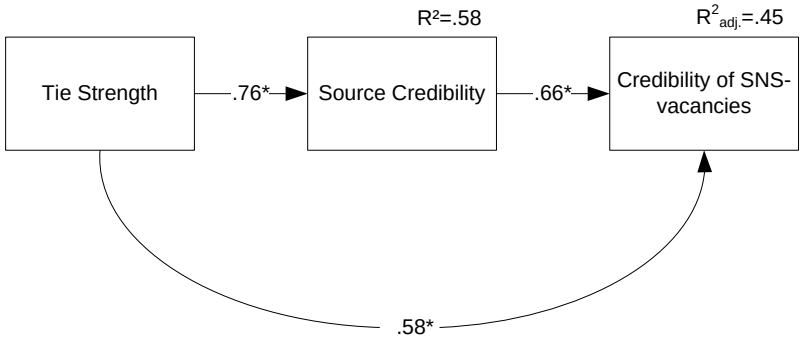
This relationship is tested with a linear regression analysis. Source credibility is for 58.3% predicted by the tie strength with the source (β=0.586, $F(1,326)$=454.40, $p<.01$).

3. Source credibility is a significant predictor of SNS-vacancy, while controlling for tie strength.

This is tested with a multiple regression analysis, in which tie strength and source credibility were used as predictors and overall credibility of SNS-vacancies as dependent variable. Tie strength and source credibility together can explain 44.5% of the overall credibility of SNS-vacancies. While controlling for tie strength (β=0.179, t=3.025, $p<.01$), source credibility is still significant (β=0.616, t=7.954, $p<.01$).

Conclusion about these relationships:

It can be concluded that source credibility is a mediator between tie strength and credibility of SNS-vacancies. The correlations between the constructs and the explaining variances of the relationships are plotted in figure 18.



Note. $R^2_{adj.}$ *= adjusted* R^2

Figure 18: The effects of tie strength and source credibility on SNS-vacancy credibility

4.5.2 Source credibility as mediator between tie strength and frequency of readings

This paragraph focuses on this mediator 'source credibility' on frequency of readings. To confirm that source credibility is a mediator in this process, the following rules should be met:

1. Tie strength is a significant predictor of frequency of readings .
2. Tie strength is a significant predictor of the source credibility.
3. Source credibility is a significant predictor of frequency of readings, while controlling for tie strength.

1. Tie strength is a significant predictor of frequency of readings .

This relationship is tested with a linear regression analysis. Tie strength predicts 38.0% of the overall credibility of SNS-vacancies (β=0.623, F(1,73)=46.352, p<.01).

2. Tie strength is a significant predictor of the source credibility.

This relationship is tested with a linear regression analysis. Source credibility is for 58.3% predicted by the tie strength with the source (β=0.586, F(1,326)=454.40, p<.01).

3. Source credibility is a significant predictor of frequency of readings, while controlling for tie strength.

This is tested with a multiple regression analysis, in which tie strength and source credibility were used as predictors and frequency of readings as dependent variable. Tie strength and source credibility together can explain 39.1% of the frequency of readings. While controlling for tie strength (β=0.797, t=5.194, p<.01), source credibility is not significant anymore (β=-0.213, t=-1.388, p=ns).

Conclusion about these relationships:

Tie strength is a significant predictor of frequency of readings. However, this relationship is not mediated by source credibility. Tie strength has influence on the impact of SNS-vacancies, since tie strength is directly important for frequency of readings and indirectly in influencing the overall vacancy credibility. See figure 19 for the direct relationship between tie strength and frequency of readings.

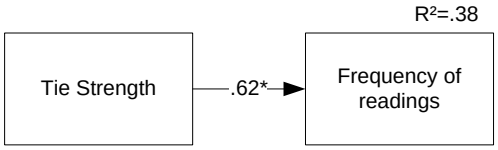


Figure 19: Direct effect of tie strength on frequency of readings

4.6 Predictors of tie strength

Tie Strength is in this study of both indirect as well as direct importance to vacancy impact (vacancy impact is a combination of vacancy reach and vacancy credibility). Via SNSs it is hard to discover which people have strong ties with each other. It is impossible to ask of all employees to fill in the emotional closeness scale of Wheeless (1978). Therefore, this section focuses on to what extent tie strength could be predicted by single item questions. According to different studies, tie strength can be predicted by duration of the relationship, frequency of contact, proximity, role relationship and similarity between sender and receiver in age, gender, education and employment status. In this section the effect of these predictors are tested on the construct tie strength; duration of the relationship (§4.6.1), frequency of contact (§4.6.2), similarity between sender and receiver in age, gender, education, employment status (§4.6.3), proximity (§4.6.4). The data of the second part of the questionnaire is used. Thus, for example; if the variable 'duration of the relationship' is studied, it concerns the duration of the relationship between the respondents and the person he/she had in mind.

4.6.1 Duration of the relationship

According to a simple regression analysis, duration of the relationship in years had a significant influence on tie strength ($F(1,325)=7.389$, $p<.01$), however it could only explain 1.9% of the tie strength ($R^2=.019$). This implies that using duration of the relationship as a predictor, does not give a realistic view of the tie strength of the relationship. In this study duration of the relationship has significant impact on tie strength, but duration of the relationship cannot be used as predictor of tie strength.

Conclusion:

Duration of the relationship has effect on the tie strength, but it cannot be used as predictor of tie strength because gender only predicts 1.9% of the total tie strength.

4.6.2 Frequency of contact

Frequency of contact also had a significant influence on tie strength ($F(1,326)=473.655$, $p<.01$), and frequency of contact explained 59.2% of the tie strength. The tie strength per frequency of contact category is plotted in figure 20.

Conclusion:

Frequency of contact has effect on the tie strength and can predict 59.2% of the tie strength. Therefore, using a single item question could be used as predictor of tie strength. However, 40.8% of the tie strength can still not be explained by frequency of contact.

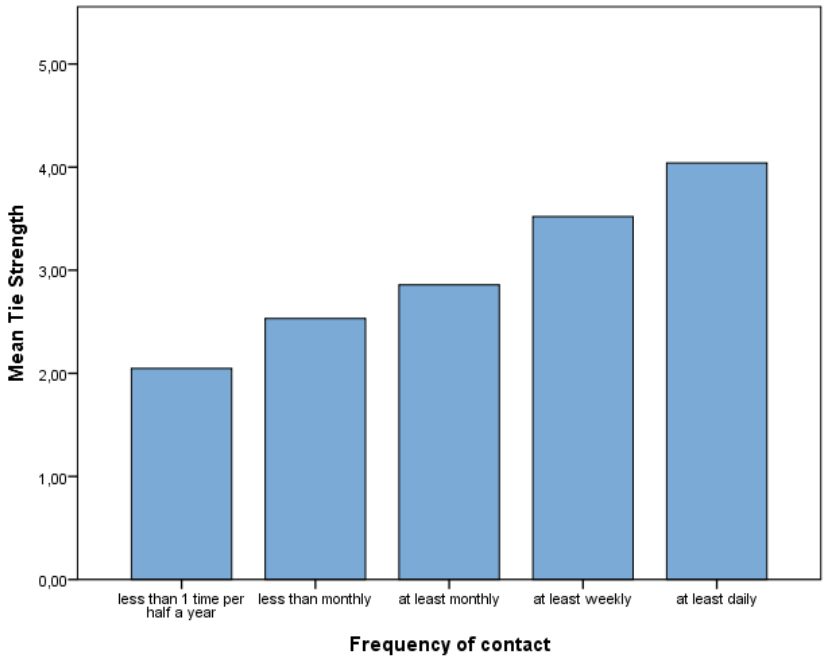


Figure 20: Relationship between frequency of contact and tie strength with the source

4.6.3 Similarity between sender and receiver in age, gender, education and employment status

The effects of similarity, frequency of contact and duration of the relationship on tie strength were measured. Table 4.9 shows the effects of similarity in education, gender, age categories and employment status.

Table 4.9:
The effects of similarity between the sender and the receiver in education, gender, age and employment status on tie strength

	Different		Similar		Differences between similar and difference		
	N	M(SD)	N	M(SD)	t	df	Sig.
Age (similar= 0-2 years difference, different=>2 years difference)	149	2.85(0.88)	176	3.06(0.99)	1.903	323	ns.
Gender	118	2.82(1.00)	207	3.04(0.90)	2.709	323	<.01
Education	133	2.95(0.95)	163	3.10(0.91)	1.237	294	ns.
Employment status	102	3.04(0.99)	187	3.05(0.88)	0.072	287	ns.

As can be seen in the table only similarity in gender affected tie strength. Regression analysis shows that similarity in gender can explain 1.1% of tie strength (F(1,317)=4.432, p<.054).

If people are similar in age, gender, education AND employment status, it can be said that they are more similar than if they have only one of these four things similar. Therefore, an overall score of similarity is calculated in which '0' means 'zero things in common between the source and the receiver' and '4' means, all four things in common: age, gender, education AND employment status. An one-way analysis of variance is calculated to determine if similarity between the two individuals impacts the tie strength (F(4,269)=2.024, p=ns.). Between these categories '0, 1, 2, 3 or 4 things in common' were no significant differences.

Conclusion:

Same gender has effect on the tie strength, but it cannot be used as predictor of tie strength because gender only predicts 1.1% of the total tie strength. The other variables (similiarity in age, similarity in education level and similarity in employment status) seem to have no effect and could not explain the tie strength in this study.

4.6.4 Proximity

The tie between the source and the receiver seems to be stronger if a source lives less than 10km away from the receiver (M=3.18, SD=0.98), than if the source lives more than 10km away receiver (M=2.82, SD=0.89; t(317)=3.752, p<.01). However, according to regression analysis the proximity between the two individuals could only explain 3.2% of the tie strength (F(1,317)=11.351, p<.01).

According to the literature, using proximity should overestimate the ties between neighbors. Therefore, in the following analysis respondents were deleted if people indicated the 'source' was

(also) a neighbor. The proximity could explain 3.6%, according to regression analysis ($F(1,312)= 12.648$, $p<.01$). Only 6 respondents stated that the 'source' was a neighbor, but the explaining variance increased a bit. Still, the explaining variance is low.

Conclusion:

Spatial proximity has effect on the tie strength, but it cannot be used as a predictor of tie strength because spatial proximity only predicts 3.2% of the total tie strength. Thus, it is not possible to predict tie strength with spatial proximity.

4.7 The role relationships that have impact

In this paragraph, the differences between role relationships were compared. First this paragraph focuses on the differences in impact between the role relationships (§4.6.1). Second this paragraph focuses on differences in tie strength between the role relationships and to what extent this could explain the differences in impact (§4.6.2).

4.7.1 Impact of the different role relationships

This impact of role relationships is based on the frequency of readings and the credibility of the messages, because people only have impact if people read the messages AND trust the messages. If receivers do not read OR do not trust the messages, the message does not have effect. The impact that role relations have on the receivers are described in table 4.10. The contacts are organized by impact rate (from high to low). The respondents who were not connected to a specific role relationship did not answer the questions about frequencies of readings and credibility of messages of these role relations. For example; if respondents answered that they were not connected to one time business partners, they did not have to answer the two questions: 1) how credible are messages from one time business partners and 2) how many times do you read messages of one time business partners. Therefore, the number (N) in the second column of the table could differ per role relationship. For example the N between friends and one time business partners differ, 319 of the 332 respondents were connected with friends via SNSs, but only 196 respondents were connected to one time business partners.

Table 4.10:
Impact of different kinds of contacts

Kind of relationship	N	Impact rate[a] M (SD)	How many readings[b] M (SD)	Credibility[c] M (SD)
Friends	319	19.47(5.25)	4.60(0.77)	4.17(0.92)
Family (first degree relatives)	294	18.28(6.38)	4.15(1.16)	4.28(0.92)
Study mates	245	16.82(6.29)	4.02(1.21)	3.94(1.00)
Colleagues	277	16.60(5.90)	3.91(1.14)	4.12(0.92)
Family (second degree relatives)	291	15.93(6.24)	3.78(1.22)	4.03(0.97)
Team/club mates	226	15.28(6.13)	3.99(1.18)	3.56(1.05)
Old friends	307	14.59(5.87)	3.84(1.15)	3.68(0.95)
Old colleagues	266	14.21(6.09)	3.46(1.22)	3.89(0.97)
Old study mates	295	14.19(6.18)	3.61(1.25)	3.72(1.00)
People with the same expertise	254	13.87(6.41)	3.30(1.29)	3.90(1.01)
Partners & potential partners	219	13.68(7.36)	3.37(1.56)	3.66(1.16)
Business relations (enduring)	227	13.57(6.29)	3.12(1.25)	4.01(0.99)
People with the same interests	234	12.21(6.96)	3.02(1.49)	3.68(1.07)
Old team/ old club mates	216	12.02(6.58)	3.31(1.40)	3.34(1.08)
Neighbors	213	10.04(6.73)	2.55(1.54)	3.44(1.07)
Ex-partners	207	9.62(5.54)	2.45(1.33)	3.27(1.12)
Business relations (one time)	196	9.37(6.07)	2.48(1.16)	3.56(1.08)
Online friends	197	8.92(6.39)	2.67(1.54)	2.69(1.10)
Indirectly connections	261	8.90(5.28)	2.69(1.18)	3.07(1.04)

Note. [a]=is calculated by How many readings*Credibility, [b]Measured on a scale from 1=never to 5=always. [c]=Measured on a scale from 1=totally not credible to 5=very credible.

Conclusion about different role relationships:

People read most messages from friends, family and study mates and the most credible message come from family, friends and colleagues. The impact from family and friends is big (people read AND believe the messages).

4.7.2 Tie strength differences between role relationships

The previous section focused on which role relationships have impact on which receivers. This section focuses on to what extent tie strength could explain that some role relationships have more impact than others. Only the respondents (235 of the 332 respondents) who stated that the person in mind had only one role relation were used in this analysis. Of these 235 respondents, no one named that the connection in mind was a connection with the role relationship: “connection with the same expertise”. Therefore, this category is not shown in the table and graphic about the effect of role relation on tie strength.

One-way analysis of variance shows that the tie strength significantly differed between the role relationships ($F(15,220)=16.383$, $p<.01$). Thus some role relationships have significantly stronger ties than other role relationships have. Figure 21 shows the mean tie strength per role relationship and table 4.11 shows the significance of the comparisons between the conditions, according to Bonferroni Post-Hoc tests. For example, friends and (potential) partners have stronger ties with the potential applicants than most other role relationships.

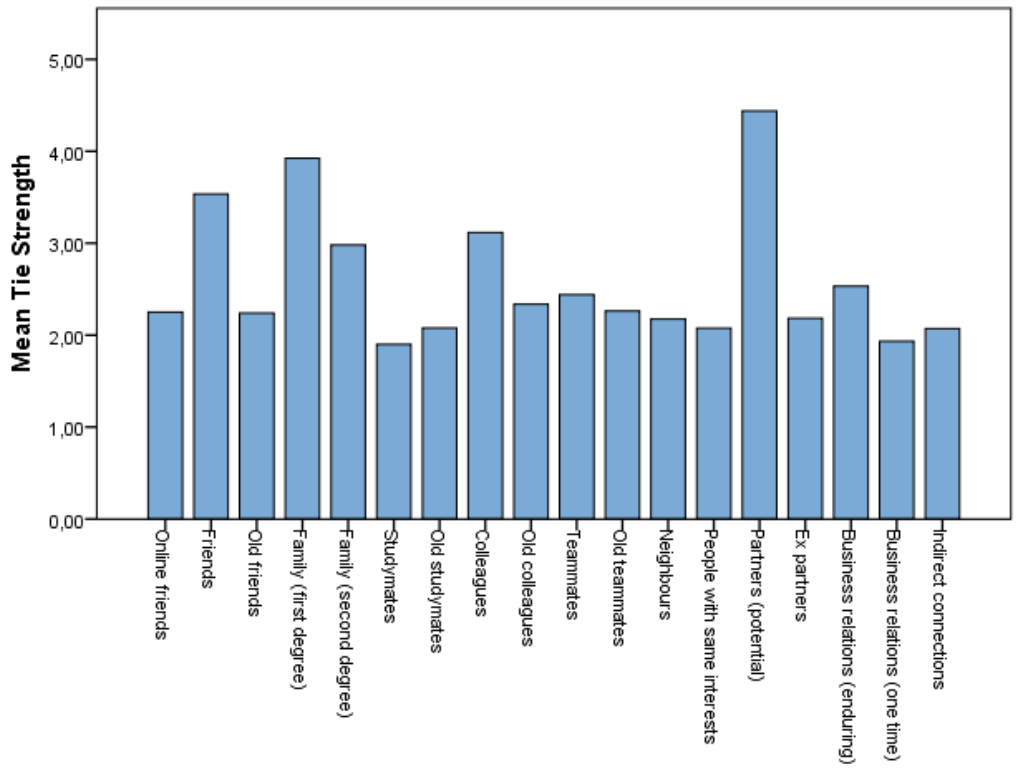


Figure 21: Mean tie strength per role relationship

Conclusion about tie strength differences between role relationships:

It is logical that friends and family have a high impact rate on others, because they have strong ties with the receivers. There is only one category that cannot be explained: the ties with the (potential) partners in mind were strong, stronger than most other categories, but the overall impact rate of the (potential) partners was not stronger than other categories.

Table 4.11:

Tie strength per role relationship and significance of the difference between the two groups (according to a Bonferoni post-hoc test)

		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.
	M (SD)	2.25	3.53	2.24	3.93	2.98	3.40	2.08	3.12	2.34	2.44	2.26	2.18	2.07	4.44	2.18	2.53	1.93	2.07
1. Online friends	2.25(.82)	---																	
2. Friends	3.53(.67)	**<.01**	---																
3. Old friends	2.24(.53)	Ns.	**<.01**	---															
4. Family 1st degree	3.93(.82)	**<.01**	Ns.	**<.01**	---														
5. Family 2nd degree	2.98(.55)	Ns.	Ns.	Ns.	Ns.	---													
6. Studymates	3.40(.84)	Ns.	Ns.	**<.01**	Ns.	Ns.	---												
7. Old Studymates	2.08(.51)	Ns.	**<.01**	Ns.	**<.01**	**<.01**	**<.01**	---											
8. Colleagues	3.12(.54)	Ns.	Ns.	**<.05**	Ns.	Ns.	Ns.	**<.01**	---										
9. Old colleagues	2.34(.57)	Ns.	**<.01**	Ns.	**<.01**	Ns.	**<.01**	Ns.	**<.01**	---									
10. Team mates	2.44(.64)	Ns.	**<.05**	Ns.	**<.01**	Ns.	Ns.	Ns.	Ns.	Ns.	---								
11. Old team mates	2.26(.14)	Ns.	**<.01**	Ns.	**<.01**	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	---							
12. Neighbors	2.18(.80)	Ns.	**<.01**	Ns.	**<.01**	Ns.	**<.05**	Ns.	Ns.	Ns.	Ns.	Ns.	---						
13. People with the same interests	2.07(.37)	Ns.	**<.01**	Ns.	**<.01**	Ns.	**<.01**	Ns.	**<.01**	Ns.	Ns.	Ns.	Ns.	---					
14. Partners	4.44(.49)	**<.01**	**<.01**	**<.01**	Ns.	**<.01**	**<.01**	**<.01**	**<.01**	**<.01**	**<.01**	**<.01**	**<.01**	**<.01**	---				
15. Ex-partners	2.18(.51)	Ns.	**<.05**	Ns.	**<.01**	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	**<.01**	---			
16. Business relations (enduring)	2.53(.35)	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	**<.01**	Ns.	---		
17. Business relations (one time)	1.93(.32)	Ns.	**<.01**	Ns.	**<.01**	Ns.	**<.05**	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.	**<.01**	Ns.	Ns.	---	
18. Indirectly connections	2.07(.51)	Ns.	**<.01**	Ns.	**<.01**	**<.01**	**<.01**	Ns.	**<.01**	Ns.	Ns.	Ns.	Ns.	Ns.	**<.01**	Ns.	Ns.	Ns.	---

Note. <.01 = difference between the two groups is significant at a .01 level, <.05 = difference between the two groups is significant at a .05 level, Ns. = difference between the two groups is not significant

5. Conclusions

In this chapter the answer to the research question *'In what way can Ziggo (and other companies) use SNSs as a recruitment channel?"* is given. First this chapter explains which SNSs could be used (§5.1) and which connections (§5.2). The third paragraph describes who these connections are (§5.3). In the end of the chapter, the answer to the research question and sub questions are given (§5.4).

5.1 Which SNSs

People can share information, advice and opinions via SNSs. Previous studies show that SNSs reach many people. This includes people from all ages and all education levels. This current study shows that SNSs could be useful for recruiting new employees. However, it depends on the situation which site will work better.

The vacancies via LinkedIn were rated as more credible than the vacancies via Facebook. This does not mean that LinkedIn will work better for recruiting employees than Facebook in all situations. The average number of connections that people have per Social Networking Site determines the frequency of people you reach.

Young people (<35 years) have more connections via Facebook than via Twitter and LinkedIn. Older people (>35 years) have more connections via LinkedIn than Twitter and Facebook. In addition, people use Facebook more often than LinkedIn and Twitter. The difference in frequency of use is bigger for younger people (<35 year) than for older people (>35 years). People older than 35 years use Facebook significantly less often than younger people do (<35 years). While people older than 35 years use LinkedIn significantly more often than younger people do (35 years). Therefore, recruiting employees (<35 years) via SNSs probably works better via Facebook than via LinkedIn and Twittter. Recruiting employees (>35 years) via SNSs probably works better via LinkedIn than via Facebook and Twitter.

In addition, with a SNS-vacancy via LinkedIn and via Twitter more males than females could be reached, because males are significantly more often online via LinkedIn and Twitter than females. The differences between males and females are probably bigger via LinkedIn than via Twitter, because males also have significantly more connections via LinkedIn than females have. Females have significantly more connections and are significantly more often online via Facebook than males. A vacancy via Facebook would therefore reach more females than males.

Additionally, Facebook and Twitter reach MBO-, HBO- as well as WO-users. However, MBO-educated people were less frequently online via LinkedIn and have fewer connections via LinkedIn than the HBO- and WO-people. Thus, LinkedIn is probably less effective for recruiting potential applicants with an MBO-education level.

Moreover, it depends on the employment status how frequently people use the SNSs. Facebook is mostly used by students. Therefore, using Facebook seems to be a good option to recruit students for part-time jobs, (graduate) internships and starters without job experiences. People who are in between jobs are significantly more frequent online at Twitter and LinkedIn, and they have significantly more connections via Twitter than students and employees. Therefore vacancies via LinkedIn and Twitter reach probably better the active workforce than the passive work force (assumed that people in between jobs search active for a new jobs and most employees are the latent job-seekers).

Thus, it depends on the situation, which SNSs could be used the best. A company can make already a plan depending on the kind of the vacancy (for a student, starter, senior employee) and education level of the vacancy. However, since all the factors (age, gender, education level and employment status) play a role, it is hard to tell which situation will work the best. For example, a company wants to post a vacancy, for a HBO-starter via SNSs. LinkedIn seems to be a good option: higher educated people are active on LinkedIn. However, a company could also choose to post the vacancy via Facebook, because starters frequently use Facebook. In this case, the figures in appendix E can be used to base the choice on. Students use Facebook far more often than LinkedIn and people with an HBO education level use both Facebook and LinkedIn often. Therefore, Facebook would be the best option in this example. The differences in means give an indication about how to reach which target groups.

5.2 Which connections

To recruit employees via SNSs, the current employee who posts the message via SNSs has to be a credible person, since source credibility affects the credibility of a SNS-vacancy and thus efficacy of a SNS-vacancy. The impact of a connection depends also on how frequently people read the messages; if people trust the message but do not read the message, the message would not have any receiver and could not have any impact. Therefore, a list of the most trusted connections and a summary of connections from whom people read messages are given in this paragraph.

People frequently read messages from friends, family (first-degree relatives), study mates, colleagues and team/ club mates, but people do not frequently read messages of indirect connections, online friends, one time business partners, ex-partners and neighbors.

People trust messages from family (first-degree relatives), friends, colleagues, family (second-degree relatives), and enduring business partners. However, people have less faith in online friends, indirect connections, neighbors, old team/ club mates and ex-partners.

Based on the frequency of readings and the credibility of contacts an overall impact rate is calculated. The 'top five' role relationships that have the most impact are: friends, family (first-degree relationships), study mates, colleagues, and family (second-degree relationship). These are the people with the highest impact.

5.3 Who are these people

The specific role relationships with the most impact are clear; it is interesting to know why these role relationships have more impact than other role relationships on the receivers. Tie strength is strongly related to source credibility and the tie strength differed significantly between the role relationships. Tie strength is also related to how many times people read messages of others. Therefore, tie strength is a good predictor for the impact that someone has on the other in the relationship.

The people with strong ties have more impact. Since the impossibility of testing tie strength of all relationships with a scale of 19-items, this study also shows which predictors can be used as predictors of tie strength. Frequency of contact was the best predictor of tie strength. There is a positive linear relationship; the more often people have contact, the more credible the contact. In addition, the credibility differed per role relationship; these role relationships can also be used as predictors of tie strength.

5.4 In Sum

This part of the chapter gives short answers to the research and sub questions, given in the last paragraph of the theoretical chapter.

How frequently do SNS-users use Facebook, LinkedIn and Twitter, and how many connections do they have?

It is hard to say how frequently people use the SNSs and how many connections they on average have, due to high variations between the respondents, but it is clear that the frequency of use and number of connections differ between males and females, education levels, ages and employment statuses. The number of connections is related to the frequency of SNS-use, thus if people use the SNS more often, they have also more connections via the SNS. Females use Facebook more often than males, males use LinkedIn and Twitter more often. Younger people (<35 years) use Facebook more often than older people (>35 years) and older people (>35 years) use LinkedIn more often than younger people (<35 years). HBO and WO educated people use all three SNSs frequently, MBO educated people use LinkedIn less frequently. Additionally, students use Facebook often, people in between jobs use all three SNSs often and employees use LinkedIn often.

Do SNSs influence the credibility of SNS-vacancies?

The SNSs have influence on the credibility of SNS-vacancies. LinkedIn vacancies were more credible than Facebook and Twitter vacancies. However, the credibility depends mostly on the source of the message.

To what extent does source credibility predict the overall credibility of a SNS-vacancy?

Source credibility is a good predictor of the credibility of SNS-vacancies. Thus the effect of a SNS-vacancy depends on the credibility of the source.

To what extent could tie strength influence source credibility, and (in)directly the credibility of SNS-vacancies?

Tie strength can directly predict the frequency of readings of a SNS-vacancy and tie strength indirectly predicts the credibility of a SNS-vacancy. Therefore, tie strength between the person who posts the message and the receiver determines the effect of the SNS-vacancy on the receiver.

Which predictors of tie strength can be used to measure tie strength?

Frequency of contact was the best predictor of tie strength in this study. Duration of the relationship, similarity between the two individuals and spatial proximity did not explain a big part of the tie strength.

What role relationships make people read messages via SNSs more frequently?

People frequently read messages from friends, family (first-degree relatives), study mates, colleagues and team/ club mates.

What role relationships make people believe messages via SNS?

People trust messages from family (first-degree relatives), friends, colleagues, family (second-degree relatives), and enduring business partners.

Thus,

'In what way can Ziggo (and other companies) use SNSs as a recruitment channel?'

Companies can use SNSs to recruit new employees if:

- the SNS could reach the target group. Which SNS should be chosen depends on the target group of the vacancy.
- the source has a strong tie with the potential applicant(s).

6. Theoretical implications, limitations and recommendations for further studies

This study contributed to the small amount of available scientific information about recruitment via SNSs. This chapter discusses the findings of this study, related to previous studies and this chapters gives (based on the results and limitations of the current study) recommendations for further studies. This chapter discusses findings that need further research (§6.1), the reliability of the sample (§6.2) and the different measures (§6.3). In all parts, recommendations for further research are given.

6.1 Findings that need further research

First, the effect that company recruiters have on potential applicants is probably low due to a lack of credibility (Eisend, 2004; Fisher, Ilgen & Hoyver, 1979; Highhouse & Hoffman, 2001). In most studies the company recruiters scored low on credibility. All connections via SNSs, except from the indirect connections and online friends score high on credible in this study. Therefore, the SNS-connections probably do have more chance to persuade potential applicants. Van Hoye & Lievens (2007) explain that company recruiters by potential applicants are seen as company dependent recruitment sources. Promoting jobs is one of the job descriptions of a recruiter. Online friends are, most of the time, no company recruiters and this could explain the high credibility of online friends. Another explanation is the tie strength of sources with the potential applicants. A close relationship is by scholars commonly related to source credibility (Bargh & McKenna, 2004; Brown & Reingen, 1987; Levin & Cross, 2004).The current study showed that tie strength between the source and potential applicant is related to the credibility of the source. In most situations, the company recruiter does not have a tie with the potential applicant. The connections that people have via SNSs have at least an online connection with the potential applicant, and most of the time the connections via SNSs also have offline ties with each other. Since tie strength matters, a theoretical implication is that future studies should probably focus on sources that already have ties with the potential applicants instead of company recruiters, who do not have ties with the potential applicants, as sources.

Second, different studies show how frequently potential applicants use SNSs for searching jobs and how frequently companies use SNSs for recruiting employees (for example the studies of Comscore, 2012; Hapton, Goulet, Rainie & Purcell, 2010; Unique and TNO, 2012; Kerkhofs & De Jong, 2012). Most companies use LinkedIn more often for vacancies than Twitter and Facebook. However, these studies also show a discrepancy between how many companies use SNSs for recruiting employees and how many applicants use SNSs for finding jobs. This study looks at how many people already applied on a SNS-vacancy. Only 17.4% of the respondents ever applied on a vacancy via a SNS, while 90% of the companies in the Netherlands also post the vacancies via

LinkedIn (Unique & TNO, 2012). Companies could save money by posting vacancies via SNSs instead of using job boards. Therefore, future studies need to study the motives of applicants using job boards instead of LinkedIn to search for jobs.

Third, this study measured the credibility of SNS-vacancies via Facebook, LinkedIn and Twitter. No specific questions were asked that could determine why LinkedIn vacancies are somewhat more credible than Facebook vacancies (one of the results of this study). The SNS-vacancy credibility differed per SNS. The study of Wesselink (2012) already focused on the effects of different SNSs, and this study again shows differences between the SNSs. Wesselink (2012) showed that the congruence in (in)formality of the SNS-connection and the (in)formality of the SNSs affected the overall credibility of a SNS-vacancy. It is not known which other aspect of SNSs determine the credibility of a vacancy via SNSs. Studying these aspects that could influence the credibility of SNSs gives maybe options to build a more ideal Social Networking Site for vacancies. Alternatively, this could give prerequisites for posting vacancies via the current SNSs.

Fourth, Dutch people have on average 282 connections on LinkedIn (Van der Blom, 2012), 229 connections on Facebook (Hampton, Goulet, Rainie & Purcell, 2011) and 124 connections on Twitter (Twittermania, 2011). These numbers differ a lot from the average numbers of contacts in this study. It is not surprising that these numbers can differ extremely between different studies, because the standard deviations were high. In this study the standard deviations were also high within age categorie, gender, education level and employment status. Additionally, in this study the standard deviations were also high in frequency of SNS-use. Further studies need to study which possible variables can explain the differences in numbers of connections and frequency of SNS-use. For example, it could be that personality characteristics could influence the average number of connections via SNSs and the frequency of SNS-use.

Fifth, potential partners and partners were one category in this study. The first part of the questionnaire shows that these people have a medium impact-score. However, the second part of the questionnaire shows that the respondents who have a (potential) partner in mind rate the tie strength with the (potential) partner as high. This discrepancy cannot be explained in this study. Therefore, further studies should split up these groups to determine if the discrepancy can be explained by the differences in tie strength between the partners and potential partners. If for example partners have stronger ties and are more credible, it could be that none of the respondents who had a (potential) partner in mind had a potential partner in mind, but all had a partner in mind.

6.2 Measures for further studies

First, indications for the scales tie strength and source credibility are discussed in this subsection. The construct tie strength consisted of 20 items. The Cronbach's alpha of this construct was high, but this is logical; scales with more than 15 items always have high Cronbach's alpha's. Factor analysis show that three factors could be extracted. 17 of the 20 items were significantly related to the first component and not related to the other two components. Therefore, the expectation is that the first component measures tie strength. The five items that were most strongly correlated to the first component according to Principal Component Analysis were: 'We are very close to each other', 'We are not very close at all', 'I feel very close to this person', 'We do a lot of helpful things for each other', and 'We share some private way(s) of communicating with each other'. These items are probably enough to measure tie strength. Therefore, further studies could probably shorten the questionnaire. An overview of the component matrix with all items and the coefficients is shown in appendix F. The scale of source credibility consisted of 14 items. Again, three components could be extracted. All items were related to the first component. Researchers could choose to lower the items, however these items were measured with a dichotomous scale (Trustworthy-not trustworthy). Therefore, respondents could fill in this questionnaire quickly and therefore it would probably be more easy to use all 14 items or researchers could choose to use a predictor of tie strength.

Second, in the literature the concepts of duration of the relationship, similarity between individuals and spatial proximity were used as predictors of tie strength. This study shows that the explaining variances of these concepts on tie strength were very low. Therefore, further studies do not have to include these variables as predictors of tie strength. Frequency of contact was the best predictor and could be used as predictor of tie strength in further studies. Thus if researches want to use a tie strength predictor instead of the 14-item scale, they should include frequency of contact.

Third, the frequency of readings via SNSs is correlated with source credibility. This could possibly be explained by tie strength of the relationship. Frequency of readings via SNSs could be a part of the total frequency of contact with another. Frequency of contact is a predictor of tie strength and tie strength is a predictor of source credibility. Future studies should determine to what extent these variables are associated.

Fourth, the effects of credibility needs to be tested in real life situations. It could be that credibility plays a less important role, because it could be that if people read the message, they are interested or are not interested based on the vacancy text. If this is the case, frequencies of readings play a more important role and credibility of messages play a less important role, because then the effect of the vacancy depends on how many potential applicants read the message. Still, the expectation is that credibility plays an important role in real life situations, because this can also

explain the low impact of company recruiters in real life (offline) situations. However, further studies should measure the effect of source credibility and vacancy credibility in real life situations.

Fifth, this study did give an indication about the relations between the construct. Regression analyses were used to show these relationships. It is known that structural equation modeling should test the relations between the different constructs. However, structural equation modeling is complex and it requires a large sample size. Therefore, it is beyond the scope of this study. Further studies should test the relationships between the different constructs and the extent to which the data fits the model.

Sixth, this study tested the significance of the differences in frequency of SNS-use and average number of connections between the age categories, genders, education levels and employment statuses with one-way analysis of variances. In this study, many effects disappear if multi-factor analysis of variance is used, but this could be due to small number of respondents in some of the cells. For example, in the employment category 'students' only one respondent was between 35-49 years old. More students in the category 35-49 years old are needed in the sample to find differences between age categories if controlled for employment status. To get an accurate view of the multi-factor (interaction) effects of these variables, if controlled for other categories, the sample has to be larger. A recommendation for further research is to measure the effects of age, gender, education level and employment status on frequency of SNS-use and average number of connections with a four-way analysis of variance in a large sample, to give a more detailed view of how to reach every target group.

Seventh, this study shows that the frequency of use and average number of connections per Social Networking Site differ between ages, genders, education levels and employment statuses. The average frequency of use and the average number of connections depends on the progress of the SNS. If a new SNS or a new communication channel is developed, the average frequency of a SNS could decrease by target groups. The other way around is also possible, a Social Networking Site could become more popular. Since the popularity of SNSs influences the average number of connections and the average frequency of use, further studies should repeatedly measure the growth/decline of the number of users and activities on SNSs by measuring number of connections and frequencies of SNS-use.

6.3 Reliability of the sample and future study directions

This study is an exploratory study; it was not aimed at using a representative sample of the Dutch society. If further studies want to study a representative sample of the Dutch society, they should use a bigger sample and the sample should be different in various ways. This section discusses why

this sample was not a representative sample of the Dutch society and the consequences of effects that were not possible to measure in this current study.

The current study relied heavily on respondents with a bachelor or master degree. There were no respondents with a low educational degree in this study. It could be that some contacts are more important for low education degrees. For example, people with more education report evaluating online information more often than do those with less education (Metzger, 2007).Thus it could be that low educated people do not make a distinction in credibility between different role relationships, because they do not evaluate the online information.

Moreover, the education level could also affect the use of SNSs. The study of Hampton, Goulet, Ainie & Purcell (2010) shows that people with a bachelor and master degree use LinkedIn more often than people with a lower education degree. Thus, further studies are needed to test the effects measured in this study for low educated people as well.

The average age in this study was 30 years old. The average age in the Netherlands is 39 years old (Gemiddeldgezien.nl, 2012). A precondition of filling in the questionnaire was having an account on Facebook, LinkedIn and/or Twitter. The average age of people with one of these three SNS is not known. It seems that younger people are over represented in this current study. It is important to know how many people of each age category actively use the specific SNSs, because this gives an indication about how many potential applicants people could reach with a vacancy via SNSs . Thus, future studies should focus on the age distribution per Social Networking Site and in general for all Social Networking Sites.

7. Discussion

This chapter starts with a discussion of the results and conclusions. What do these findings mean in real life? How can companies use SNSs for recruitment purposes? These practical implications are discussed in §7.1 practical implications. Based on these implications, there are some consequences and some advice can be given. The consequences and advice are described in §7.2 managerial recommendations.

7.1 Discussion of the practical relevance

A first practical implication is that it would be better to use the profiles of current employees than using only the profiles of the standard company recruiters. Offline studies showed that the impact of the recruiter is low, probably due to a lack of credibility. If recruiters post vacancies via SNSs, they will have impact on their first-degree connections, but they will probably have less impact (due to a lack of credibility) on the connections of other connections. The results of this study have shown, these indirect connections are significantly less credible than most other connections. If the recruiter posts a vacancy update in a group, they could be online connections. Additionally, online connections are not very credible either. Using the profiles of other employees would mean that there are much more first-degree connections, then if only the first degree connections of the recruiter can be reached.

Second, there were some connections studied from whom the impact does not really matter for attracting new employees via SNSs. The first category is the category 'colleagues'. Colleagues score high in credibility and people read many messages from them. However, a vacancy update cannot persuade the colleague to work for the company, because they already work for the company. Another category is the category '(potential) partners'. People have a big impact on the (potential) partners. However, for these people you probably do not need SNSs. Almost all Dutch people have a maximum of only one (potential) partner. Therefore, the impact on one person is big; however, the vacancy should be proper for this person. If this person fits the requirements and this person is open for new career opportunities, the current employee probably knows this and could inform his/her (potential) partner directly. Since people in general have more friends than (potential) partners these kind of role relationships can be more easily used for SNS recruitment strategies. Another group with little relevance to recruitment were the respondents over 65 years old. This study did not have many respondents in this category and could therefore not analyze the data in this category. However, in a recruitment context people above 67 do not work anymore and therefore, studying these people (>65 years) in recruitment context do not seem to be relevant.

Third, vacancy credibility is correlated to the frequency of readings. Thus, this means that people skip more messages that are not credible than messages that are credible. This is an

advantage for the real life situations, because if people skip messages the not credible messages, it does not matter. Because messages that are not credible have no effect on the receivers.

Last, since most role relationships scored above the 'three' on credibility and above the 'three' on frequency of readings, the SNS-vacancies could have an impact on most receivers. Many receivers read messages from all kind of contacts and many receivers believe all these messages. This is ideal for companies that want to recruit via SNSs. The current employees who are going to post the messages have impact on many receivers, not only on the people with strong ties. However, it is still more certain that people with strong ties read and believe the message.

7.2 Practical implications and managerial recommendations

The recommendations based on the results and conclusions of this study are given in this paragraph. The recommendations are useful for Ziggo to use the tool ZiggoZoekt, but are also useful for other companies who want to recruit employees via SNSs. In every sub paragraph an advice and the consequences of the advice are given.

7.2.1 Advice 1: Ask many employees to post the vacancies via SNSs

In most cases, the recruiter has no tie with the potential applicants. Tie strength with the source determines the credibility of the source. Therefore, (in most cases) it would be better to ask employees to place a vacancy on SNSs than asking the recruiter to post the messages via SNSs.

Consequence: The tasks of the recruiter are going to change. The recruiter is the person who has to think up a plan and strategy, because someone has to ask the employees to place the vacancies online. The daily tasks of the recruiter are changing from posting the vacancies directly to asking employees to post the vacancies. The recruitment department needs to make sure that most employees are willing to post the vacancies and can still be in charge of the process. A recruiter can give advice about which SNSs and which content should be used.

7.2.2 Advice 2: Draw employees into the process

The best results will be reached if employees are involved in the process, because employees are the persons who know their own connections. They know what kind of messages their connections like. They are the people with ties and they know probably better how they reach their close connections than a company recruiter. A recruiter can give advice, but why should the recruiter decide what the exact content should be and where to post the messages? Giving employees the option to make their own decisions about on which sites to post, and which vacancies they want to post would probably have better effects. Only the employee can select their connections with the closest ties. Since tie strength affects the impact that vacancies have via SNSs, it would be good to let employees make

these decisions. For example, a finance starter could have more ICT starters as close friends than finance starters as close friends because her partner studies ICT and she does not have connections with her study mates. If a company asks to post a finance vacancy this would have no effect in her network, but if she could choose a vacancy she would probably select the ICT starter vacancy and this can lead to more response of potential applicants. Additionally if people are involved with the process, they understand the added value of recruiting via SNSs and they are probably more willing to take part in the process.

Consequence: Employees have their own responsibility in placing vacancies online. Therefore, they have to know on which potential applicants they have effect and they should be able to make their own recruitment messages. In some situations it can cost a lot of effort to make them all up-to-date and make them responsible for their own messages. However, companies should probably try it, because if the employees are drawn into the process, it could make them internally motivated (they could be interested by themselves) and this could lead to the best effects. If employees are not internally motivated to post the SNS-vacancies online, it could be an option to develop a bonus program. A bonus program can make employees externally motivated.

7.2.3 Advice 3: Use Facebook, LinkedIn and Twitter differently

The frequency of SNS-use and the average number of connections differ per target group. Therefore, using Facebook for starter vacancies would be better than using LinkedIn for starter vacancies. Additionally, using LinkedIn would probably be better for recruiting employees with at least 10 years of experience than using Facebook for recruiting employees with 10 years of experience. Use LinkedIn especially for recruiting HBO and WO applicants. In addition, if the target group of the vacancy consists of 90% males (for example for ICT-jobs) LinkedIn and Twitter are preferred over Facebook. However, Facebook is preferred if a company wants to attract females on these jobs. Moreover, if the target group of the vacancy consists for 90% of females (for example for nursing-jobs) Facebook is preferred over LinkedIn and Twitter, unless companies want to attract males.
Twitter was less used in this study and the number of connections was lower than on Facebook and LinkedIn, therefore less result is expected from Twitter than from LinkedIn.

Consequence: Companies need to make decisions, which factors are most important to them and companies have to make distinctions in what kind of respondents they want to attract. For example, if a company want to recruit a secretary, it could be that gender, age, current employment status and education level (medium or high level are both okay) do not matter, so in this situation the choice for a SNS as medium cannot be based on these factors. Therefore, this advice is not always useful.

7.2.4 Advice 4: Use groups to post vacancies

More and more SNSs create 'groups', for example a group for people with the same expertise and interest, a group for people from the same sport club and so on. People have more connections in these groups than in their own direct network and they have an online tie with these people. An online tie is at least a weak tie. If an employee posts the message in a group would therefore more effect than if a recruiter posts the website via corporate or career pages of SNSs, but not so effective as posting the message to their close tie connections.

Consequence: The recruiter or the employee who wants to post the SNS-vacancy should know in which groups potential applicants are. If it concerns an employee and he knows where to post the vacancy to have effect, there is no problem. If it concerns the recruiter, (s)he should join this group or should know which employees are members in these groups and should ask the employees to post the vacancy in these groups, because only then these groups can be used.

7.2.5 Advice 5: Use referral programs

Tie strength explains a big part of the credibility of a source and frequency of contact is highly correlated to tie strength. People have impact on their close connections. Additionally, employees are probably aware of the career plans of their close connections. Matches for these people could be easily found if employees know which vacancies are available. Using referral programs, would stimulate the current employees to search for potential applicants in their own network. Using a referral program and a SNS-vacancy program at the same time would probably work well together.

Consequence: Employees have to know which vacancies are available. If employees are not up-to-date about the vacancies, it is more difficult to find the matches between the vacancies and their own network.

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Appendix A
Pretest

Eight people are asked to answer the question: categorize the relationships you have (in Dutch). 19 categories are made based on the results, see the table A1. The answers are divided over 19 categories (see left column of the table).

Table A1:
Role relationships

Categorie:	**Respondent 1 (Man, 33)**	**Respondent 2 (Vrouw, 29)**	**Respondent 3 (Man, 23)**	**Respondent 4 (Vrouw, 23)**	**Respondent 5 (Vrouw, 39)**	**Respondent 6 (Man, 55)**	**Respondent 7 (Vrouw, 55)**	**Respondent 8 (Man, 24)**
Online vrienden			- Vrienden via online spellen - Online vrienden via blogs	- Online vrienden	- Online connecties van groepen: LinkedIn, Twitter, Google+			
Vrienden	- Vrienden	- Vrienden	-Vrienden	- Vriendinnen - Vrienden	- Vrienden	-Vrienden		- Vriendinnen
Oud-vrienden				- Eerdere vriendinnen	- Voormalige vrienden		- Vrienden van vroeger	- Oud-vriendinnen
Familie 1e graads (broer/zus/ ouders/kind)	- Mijn zoon - Mijn broers	- Familie	- Vader - Moeder - Zusje	- Ouders - Broer - Zus	-Zus	-Dochters -Zoon -Broer	-Familie	-Broer - Zus - Ouders
Familie 2e graads (neef/nicht etc.)				- Neefjes - Nichtjes				- Oma
Studiegenoten			-studie-genoten	- Studie-genoten				- Studie-genoten
Oud-Studiegenoten		- Oud-klasgenoten		- Klasgenoten van de middelbare school			- Oud-studiegenoten	- Oud-klasgenoten
Collega's	- Collega's van de afdeling	- Collega's		- Collega's van horeca	- Collega's (alleen via	-Collega's		- Collega's van stage

					LinkedIn)			
Oud-Collega's	- Collega's van mijn vorige werkgever	-Oud- collega's		- Collega's van de supermarkt waar ik gewerkt heb	- Oud-collega's (alleen via LinkedIn)			- Collega's van eerdere bijbanen
Club/team genoot(sport/ ea verengingen	-Teamgenoten (voetbal)			- Hockey-genoten		-Hardloop-maatjes		
Oud-Club/team genootjes (sport/ea verengingen)	- Eerdere Dispuut-genoten			-Oud-hockey-genoten				
Buren							- Buurvrouwen	- Buren
Connecties met dezelfde interesses	- Reisbloggers				- Google+ genoten -Twitteraars met zelfde onderwerpen			
Partners & potentiele partners	- Vriendin	- Dates		-Mijn vriend	- Huidige relatie en voormalige relaties	- Mijn vrouw		- Mijn relatie
Ex-vriend/Ex-vriendin		Voormalige partner		-Exen				
Connecties met dezelfde vakinhoudelijke kennis	-Tweakers bloggers		-Bloggers over ICT onderwerpen		-Vakkennis-genoten - LinkedIn groepgenoten			
Zaken relaties (duurzaam)	- Zaken-partners				-Zakenrelaties van nu	- Werk relaties ZZP'ers		
Zaken relaties (éénmalig/ kortstondig contact gehad)	- Onbekenden: eenmalig contact gehad voor werk (LinkedIn)				-Zakenrelaties van vorige bedrijven (kort contact mee gehad)			
Connecties van vrienden		- vrienden van familie		-Vrienden van teamgenoten	- Zus van een vriendin		- Vrienden van mijn man	-viavia-connecties

Appendix B
Interpersonal solidary scale (Wheeless, 1978)

1. We are very close to each other.
2. This person has a great deal of influence over my behavior.
3. I trust this person completely.
4. We feel very differently about most things.
5. I willingly disclose a great deal of positive and negative things about myself, honestly, and fully (in depth) to this person.
6. We do not really understand each other.
7. This person willingly discloses a great deal of positive and negative things about him/herself, honestly and fully (in depth) to me.
8. I distrust this person.
9. I like this person much more than most people I know.
10. I seldom interact/communicate with this person.
11. I love this person.
12. I understand this person and who s/he really is.
13. I dislike this person.
14. I interact/communicate with this person much more than with most people I know.
15. We are not very close at all.
16. We share a lot in common.
17. We do a lot of helpful things for each other.
18. I have little in common with this person.
19. I feel very close to this person.
20. We share some private way(s) of communicating with each other.

Scoring: For items 4, 6, 8,10,13,15, and 18 the reversed scoring is needed, thus by a 5-point Likert scale: 5 becomes 1, 4 becomes 2, 2 becomes 4, and 1 becomes 5.

Appendix C
Bonferroni Post-Hoc Tests

Bonferroni post-hoc test results show which categories significantly differ from another. The Bonferroni post-hoc analyses were performed for the differences in education level (table C1), employment status (table C2), and age categories with as dependent variables (table C3):

1. Frequency of Facebook use
2. Frequency of LinkedIn use
3. Frequency of Twitter use
4. Number of connections on Facebook
5. Number of connections on LinkedIn
6. Number of connections on Twitter

Example of how to read the tables:

The first table shows the differences between education levels. The medium educated respondents did not significantly use Facebook more often/less often than the high educated respondents did (see first row and first column), but the difference between medium and high educated respondents was significant for the frequency of LinkedIn use (see first row and second column).

Table C1:

Differences between education levels

	Frequency of SNS-use			**Number of connections**		
Comparison:	Facebook	LinkedIn	Twitter	Facebook	LinkedIn	Twitter
Medium – High	Ns.	<.01*	<.05*	Ns.	<.01*	Ns.
Medium - Highest	Ns.	<.01*	<.05*	<.01*	<.01*	Ns.
High – Highest	Ns.	Ns.	Ns.	<.01*	Ns.	Ns.

*Note. *Differences between these categories were significant according to a Bonferroni Post-Hoc test*

Table C2:

Differences between employment statuses

	Frequency of SNS-use			**Number of connections**		
Comparison:	Facebook	LinkedIn	Twitter	Facebook	LinkedIn	Twitter
Student – Employee	<.01*	<.05*	Ns.	<.01*	<.01*	Ns.
Student – In between jobs	Ns.	<.01*	Ns.	<.01*	<.01*	Ns.
Employee– In between jobs	Ns.	Ns.	Ns.	Ns.	Ns.	<.05*

*Note. *Differences between these categories were significant according to a Bonferroni Post-Hoc test*

Table C3:

Differences between age categories

	Frequency of SNS-use			**Number of connections**		
Comparison:	Facebook	LinkedIn	Twitter	Facebook	LinkedIn	Twitter
<18 – 18-22	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.
<18 – 23-35	Ns.	<.05*	<.05*	Ns.	Ns.	Ns.
<18 – 35-49	Ns.	<.01*	Ns.	Ns.	<.01*	Ns.
<18 – 50-65	<.05*	Ns.	Ns.	Ns.	Ns.	Ns.
18-22 – 23-35	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.
18-22 – 35-49	<.01*	Ns.	Ns.	<.01*	<.01*	Ns.
18-22 – 50-65	<.01*	Ns.	Ns.	<.01*	Ns.	Ns.
23-35 – 35-49	<.01*	Ns.	Ns.	<.01*	<.01*	Ns.
23-35 – 50-65	<.01*	Ns.	Ns.	<.01*	Ns.	Ns.
35-49 – 50-65	Ns.	Ns.	Ns.	Ns.	Ns.	Ns.

*Note. *Differences between these categories were significant according to a Bonferroni Post-Hoc test*

Appendix D
Multi-Factor Analysis of Variance

This appendix shows the main effects and two-way interaction effects between age category, gender, education level and employment status of the multivariate analysis of variance in this study.
See table D1 for the main effects of gender, education level, age category and employment status and table D2 for the two-way interaction effects. The significant interaction effect is visualized in figures D3.

Table D1:
Main effects according to Multivariate analysis of variance

Independent variable	Dependent Variable	df	F	Sig.
Gender	Average # of Facebook connections	1	0.242	Ns.
	Average # of LinkedIn connections	1	0.478	Ns.
	Average # of Twitter connections	1	0.047	Ns.
	Frequency of Facebook use	1	2.546	Ns.
	Frequency of LinkedIn use	1	4.357	<.05
	Frequency of Twitter use	1	0.259	Ns.
Education level	Average # of Facebook connections	2	2.938	Ns.
	Average # of LinkedIn connections	2	4.718	<.01
	Average # of Twitter connections	2	0.865	Ns.
	Frequency of Facebook use	2	0.112	Ns.
	Frequency of LinkedIn use	2	2.893	Ns.
	Frequency of Twitter use	2	1.705	Ns.
Age category	**Average # of Facebook connections**	4	3.796	<.01
	Average # of LinkedIn connections	4	3.256	<.01
	Average # of Twitter connections	4	0.772	Ns.
	Frequency of Facebook use	4	0.736	Ns.
	Frequency of LinkedIn use	4	0.867	Ns.
	Frequency of Twitter use	4	1.466	Ns.
Employment status	Average # of Facebook connections	2	0.846	Ns.
	Average # of LinkedIn connections	2	3.827	<.05
	Average # of Twitter connections	2	5.128	<.01
	Frequency of Facebook use	2	2.091	Ns.
	Frequency of LinkedIn use	2	4.709	<.01
	Frequency of Twitter use	2	2.242	Ns.

Thus the differences between education levels and age categories differed significantly in number of connections on LinkedIn if controlled for the other variables. The bold text in the table marks that the differences in this category were significant if controlled for the other categories.

Table D2:

Two-way interaction effects according to Multivariate analysis of variance

Independent variable	Dependent Variable	df	F	Sig.
Gender * Education level	Average # of Facebook connections	2	1.215	Ns.
	Average # of LinkedIn connections	2	1.371	Ns.
	Average # of Twitter connections	2	0.618	Ns.
	Frequency of Facebook use	2	0.912	Ns.
	Frequency of LinkedIn use	2	0.237	Ns.
	Frequency of Twitter use	2	0.002	Ns.
Gender * Age category	Average # of Facebook connections	4	0.505	Ns.
	Average # of LinkedIn connections	4	0.559	Ns.
	Average # of Twitter connections	4	1.220	Ns.
	Frequency of Facebook use	4	1.635	Ns.
	Frequency of LinkedIn use	4	2.010	Ns.
	Frequency of Twitter use	4	0.849	Ns.
Gender *Employment status	Average # of Facebook connections	2	0.352	Ns.
	Average # of LinkedIn connections	2	1.189	Ns.
	Average # of Twitter connections	2	2.951	Ns.
	Frequency of Facebook use	2	1.481	Ns.
	Frequency of LinkedIn use	2	2.261	Ns.
	Frequency of Twitter use	2	1.361	Ns.
Education level * Age category	Average # of Facebook connections	6	0.396	Ns.
	Average # of LinkedIn connections	6	2.853	<.01
	Average # of Twitter connections	6	0.692	Ns.
	Frequency of Facebook use	6	1.527	Ns.
	Frequency of LinkedIn use	6	1.238	Ns.
	Frequency of Twitter use	6	0.623	Ns.
Education level * Employment status	Average # of Facebook connections	3	0.352	Ns.
	Average # of LinkedIn connections	3	1.189	Ns.
	Average # of Twitter connections	3	2.951	Ns.
	Frequency of Facebook use	3	1.481	Ns.
	Frequency of LinkedIn use	3	2.261	Ns.
	Frequency of Twitter use	3	1.361	Ns.
Age category* Employment status	Average # of Facebook connections	5	0.637	Ns.
	Average # of LinkedIn connections	5	1.206	Ns.
	Average # of Twitter connections	5	2.192	Ns.
	Frequency of Facebook use	5	0.486	Ns.
	Frequency of LinkedIn use	5	1.035	Ns.
	Frequency of Twitter use	5	1.193	Ns.

Visualization of the significant interaction effect

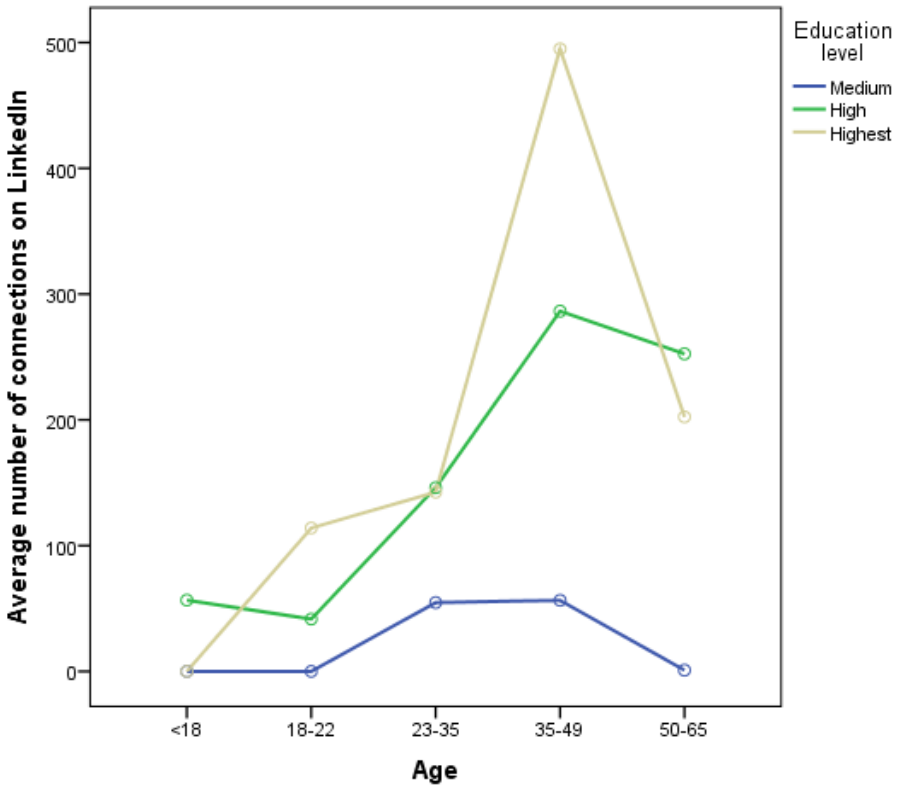

Figure D3: interaction effect of number of age and education level on average number of connections on LinkedIn

Appendix E
Graphics

Graphics about frequency of SNS-use and average numbers of connections per: 1) age category,
2) gender, 3) education level and 4) employment status.

List of figures in this appendix:

1) Age differences

Facebook:

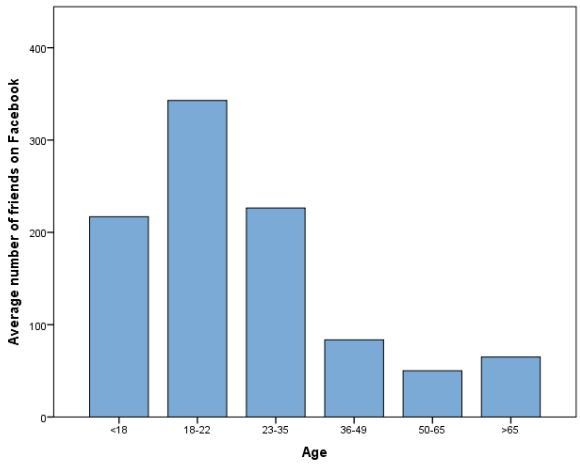

Figure E1: Average number of connections on Facebook per age category

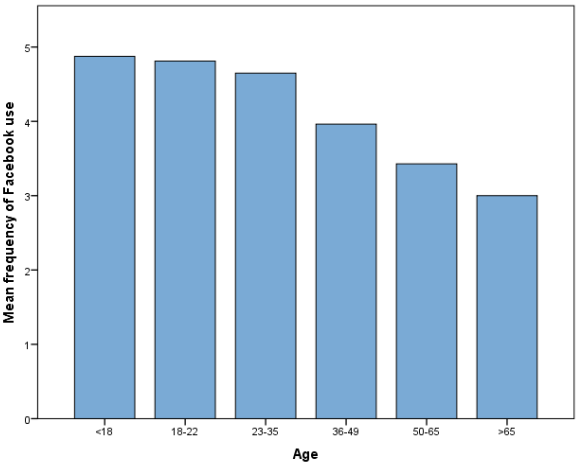

Figure E2: Mean frequency of Facebook use per age category (1=never, 5=daily)

LinkedIn:

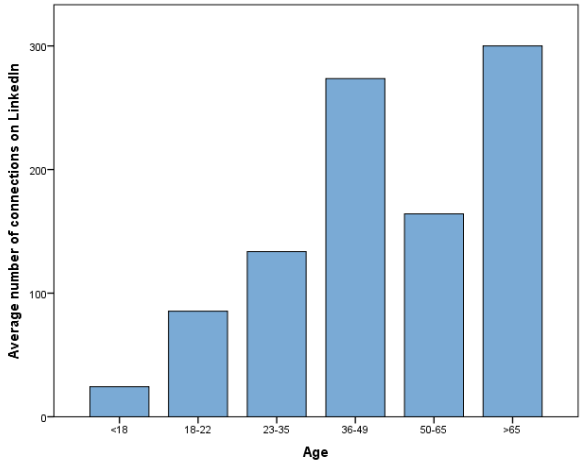

Figure E3: Average number of connections on LinkedIn per age category

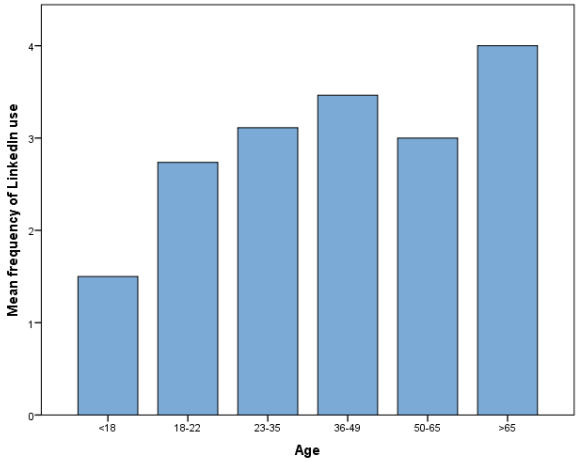

Figure E4: Mean frequency of LinkedIn use per age category (1=never, 5=daily)

Twitter:

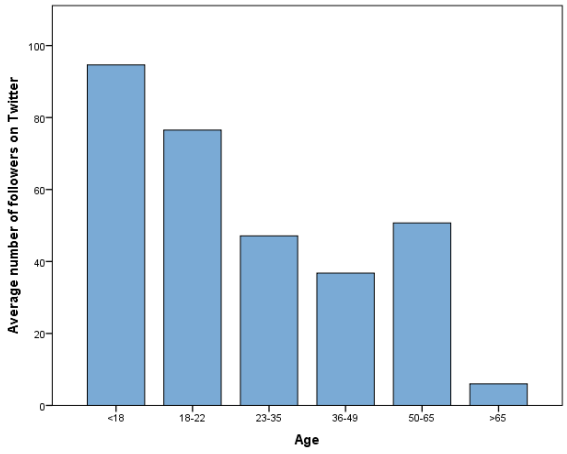

Figure E5: Average number of connections on Twitter per age category

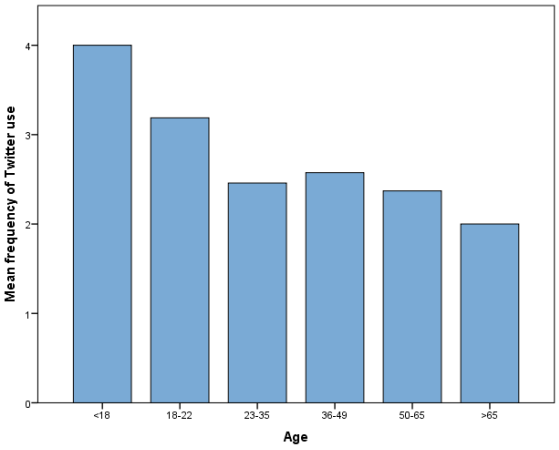

Figure E6: Mean frequency of Twitter use per age category (1=never, 5=daily)

2) Gender differences

Facebook:

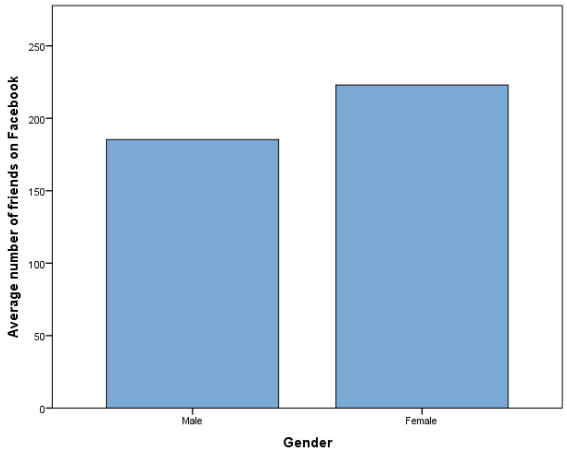

Figure E7: Average number of connections on Facebook per gender

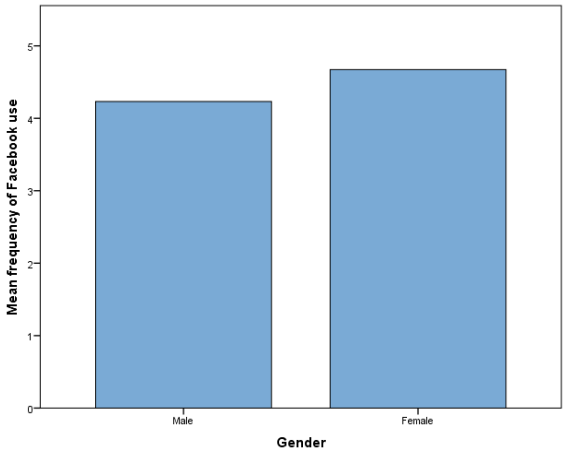

Figure E8: Mean frequency of Facebook use per gender (1=never, 5=daily)

LinkedIn:

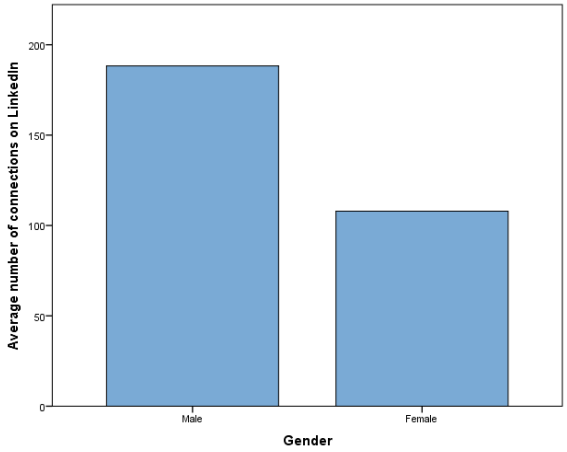

Figure E9: Average number of connections on LinkedIn per gender

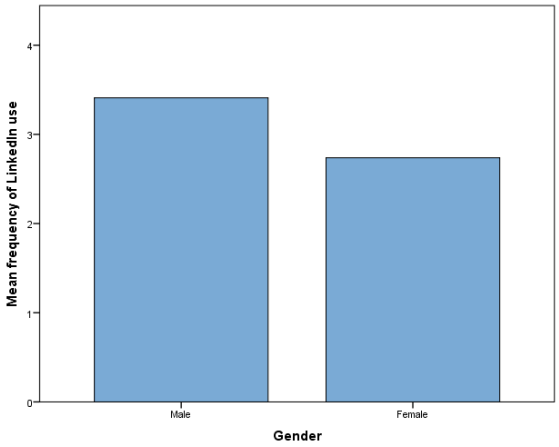

Figure E10: Mean frequency of LinkedIn use per gender (1=never, 5=daily)

Twitter:

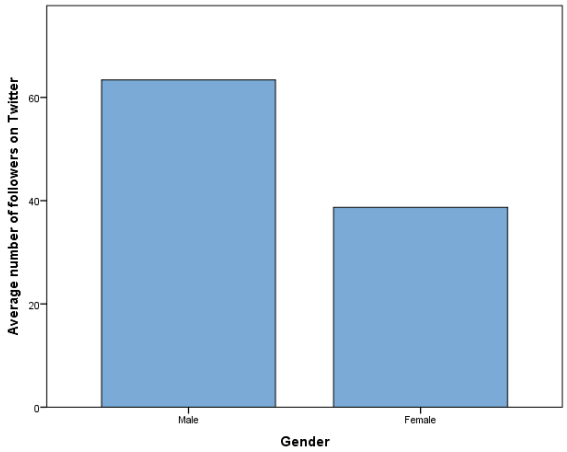

Figure E11: Average number of connections on Twitter per gender

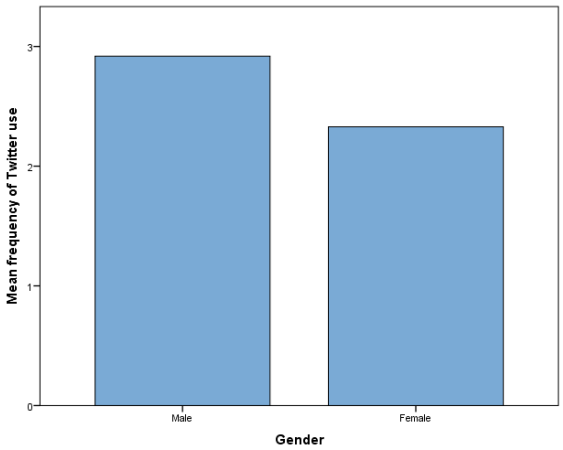

Figure E12: Mean frequency of Twitter use per gender (1=never, 5=daily)

3) Educational differences

Facebook:

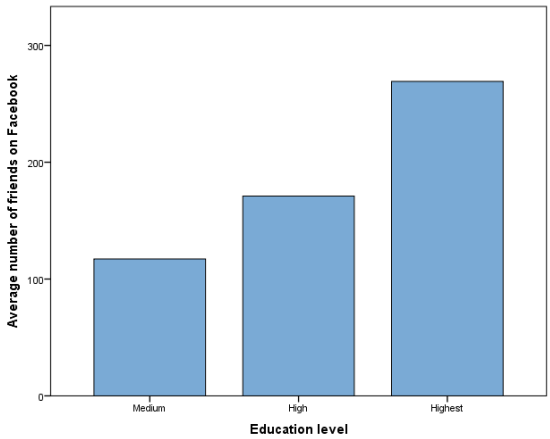

Figure E13: Average number of connections on Facebook per educational category

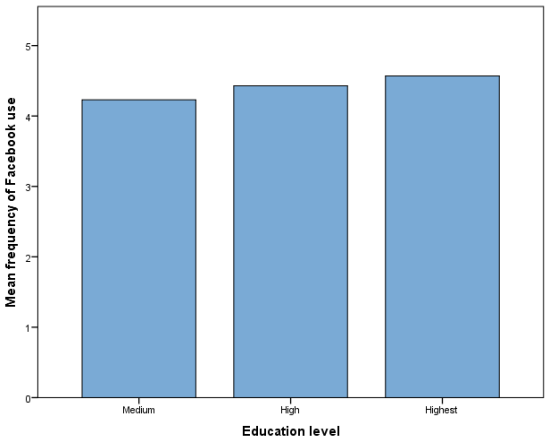

Figure E14: Mean frequency of Facebook use per educational category (1=never, 5=daily)

LinkedIn:

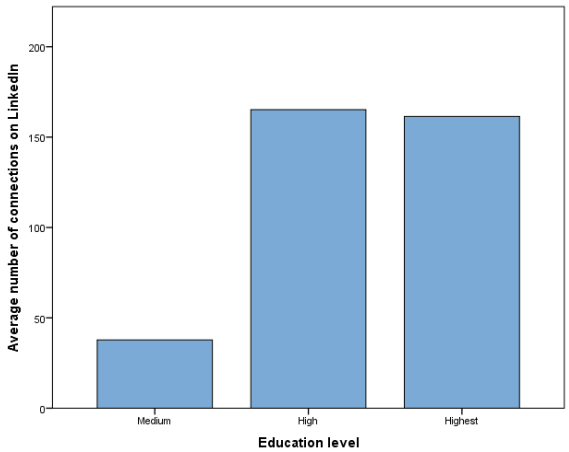

Figure E15: Average number of connections on LinkedIn per educational category

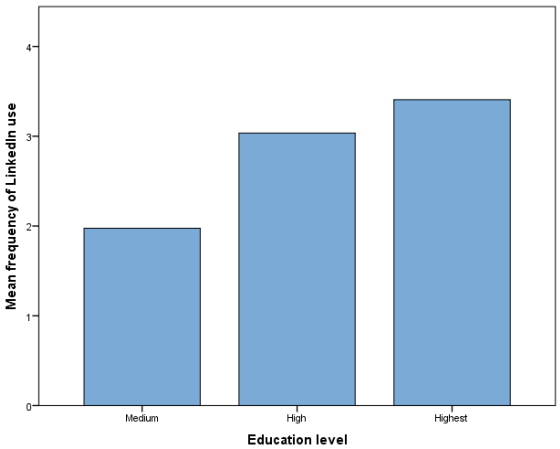

Figure E16: Mean frequency of LinkedIn use per educational category (1=never, 5=daily)

Twitter:

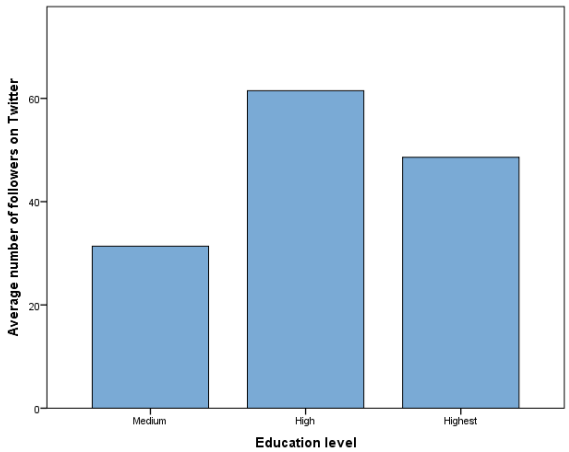

Figure E17: Average number of connections on Twitter per educational category

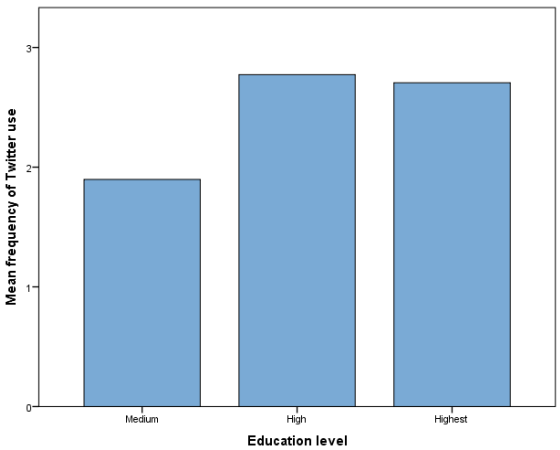

Figure E18: Mean frequency of Twitter use per educational category (1=never, 5=daily)

4) Employment status differences

Facebook:

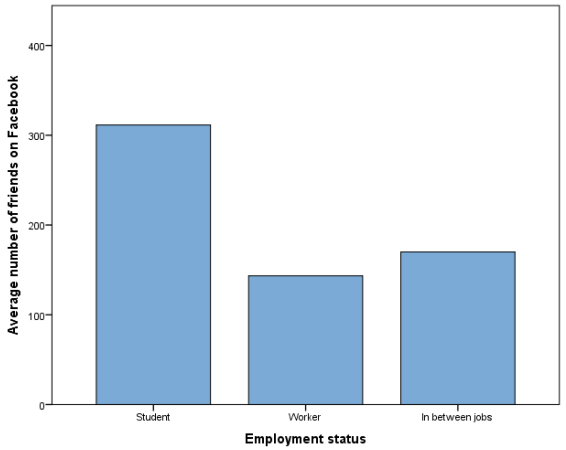

Figure E19: Average number of connections on Facebook per employment status

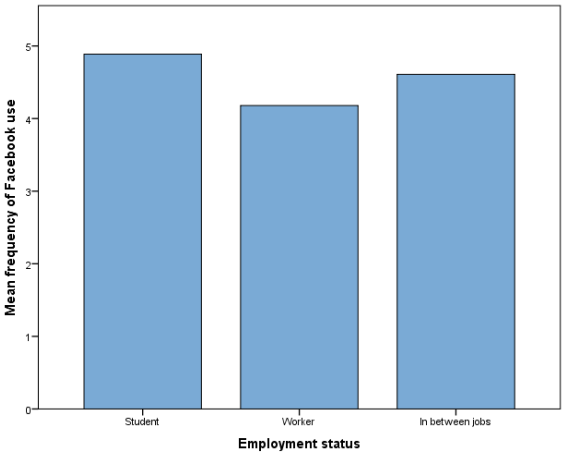

Figure E20: Mean frequency of Facebook use per employment status (1=never, 5=daily)

LinkedIn:

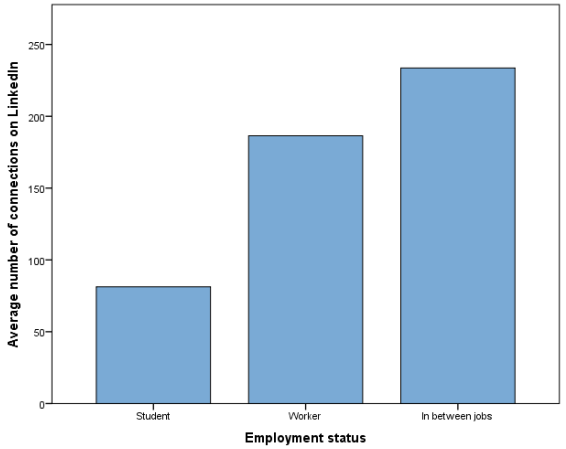

Figure E21: Average number of connections on LinkedIn per employment status

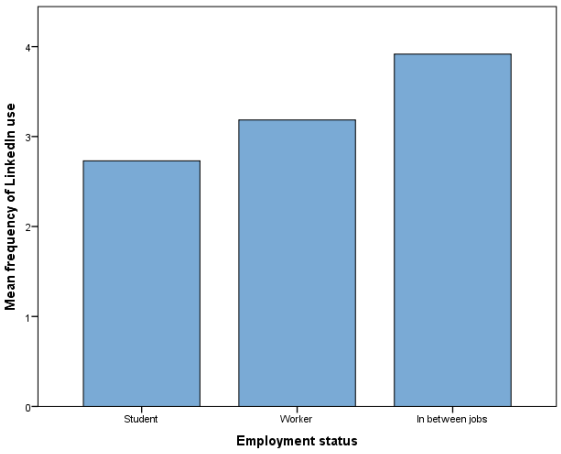

Figure E22: Mean frequency of LinkedIn use per employment status (1=never, 5=daily)

Twitter:

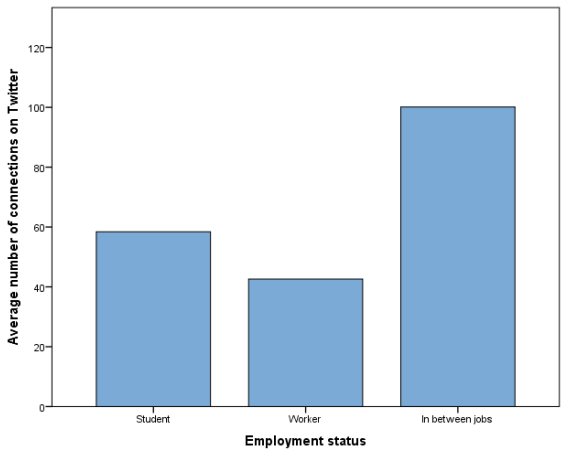

Figure E23: Average number of connections on Twitter per employment status

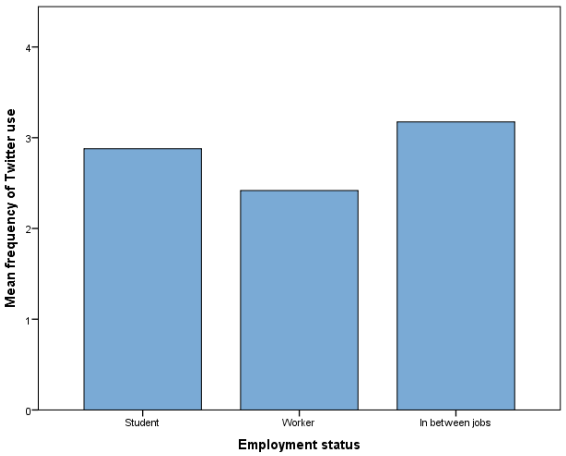

Figure E24: Mean frequency of Twitter use per employment status (1=never, 5=daily)

Appendix F

Item reduction of tie strength and source credibility

Table F1:

Component matrix of tie strength

	Component		
	1	2	3
1. We are not very close at all.	.934		
2. We are very close to each other.	.906		
3. I feel very close to this person.	.903		
4. We do a lot of helpful things for each other.	.899		
5. We share some private way(s) of communicating with each other.	.867		
6. I interact/communicate with this person much more than with most people I know.	.853		
7. This person has a great deal of influence over my behavior.	.826		
8. I love this person.	.813		
9. We do not really understand each other.	.804		
10. I like this person much more than most people I know.	.797		
11. I seldom interact/communicate with this person.	.795		
12. I willingly disclose a great deal of positive and negative things about myself, honestly, and fully (in depth) to this person.	.794		
13. I understand this person and who s/he really is.	.790		
14. I have little in common with this person.	.769		
15. I trust this person completely.	.755		
16. We share a lot in common.	.733		
17. This person willingly discloses a great deal of positive and negative things about him/herself, honestly and fully (in depth) to me.	.732		
18. I distrust this person.		.752	
19. I dislike this person.	.481	.628	
20. We feel very differently about most things.		.442	.714

Note. Principal Component Analysis 3 components extracted, small coefficients are suppressed (<.40).

Table F2:
Component matrix of source credibility

	Component		
	1	2	3
1. Trustworthy-not trustworthy	.803		
2. Competent- incompetent	.796		
3. Right-wrong	.796		
4. Expressive-inexpressive	.784		
5. Nice-awful	.782		
6. Honest- dishonest	.772		-.403
7. Sincere-insincere	.761		-.433
8. Professional-unprofessional	.756		
9. Experienced-inexperienced	.705		
10. Realistic-unrealistic	.705		
11. Appealing-unappealing	.701	.557	
12. Trained-untrained	.700		
13. Dynamic-static	.461		
14. Attractive-unattractive	.611	.623	

Note. Principal Component Analysis 3 components extracted. small coefficients are suppressed (<.40).

Appendix G
Questionnaire

Social Networking Sites

Van welke vrienden lees jij de statusupdates op Social Networking Sites?

Allereerst bedankt dat je wilt deelnemen aan dit onderzoek. Door ongeveer 10 minuten tijd vrij te maken help je mij enorm. Deze vragenlijst is onderdeel van een wetenschappelijk onderzoek over Social Networking Sites. Bovendien zal Ziggo deze resultaten gebruiken om het recruitment proces te optimaliseren.

Je kunt deze vragenlijst alleen invullen indien je op één of meerdere van onderstaande Social Networking Sites een profiel hebt: op Facebook, LinkedIn en/of Twitter. En ik wil je vragen om de vragenlijst in één keer in te vullen, want de vragenlijst kan niet tussendoor worden opgeslagen.

Er zijn GEEN goede of foute antwoorden: het gaat om jouw mening en jouw anonimiteit blijft gegarandeerd gewaarborgd. Na afloop van het onderzoek is er de mogelijkheid om jouw e-mailadres achter te laten om een samenvatting belangrijkste resultaten van het onderzoek te ontvangen.

Klik op 'Start' om met de vragenlijst te beginnen.

Met vriendelijke groeten,

Silke Wesselink
(Masterstudente Business Administrations - Universiteit Twente)

Start

DEEL 1: De eerste vragen gaan over jouw connecties op Social Networking Sites.

Hoe vaak lees je berichten van anderen op Social Networking Sites (Facebook/ LinkedIn/ Twitter/ etc.)?
Bijvoorbeeld: Indien je van 'online vrienden' ongeveer één keer per maand een bericht leest, vink je dit rondje aan. Indien je géén collega's hebt op social networking sites, vink je in deze regel "n.v.t." aan.

En op welke Social Networking Site lees je deze berichten het vaakst? In het laatste vakje vul je de letter in van de social networking site waarop je de berichten van deze groep het vaakst leest. Lees je de berichten van online vrienden het vaakst op Facebook? Vul dan een F in. Maximaal één social networking site benoemen.

Je hoeft geen letter in te vullen, indien je "n.v.t." hebt aangevinkt. Je mag het rechter vakje dan leeg laten.

F= Facebook,
L= LinkedIn,
T= Twitter,
O= overig

Hoe vaak lees jij updates van ... via social networking sites?
En op welke social networking site lees je deze updates het vaaktst? (laatste vakje)

	Nooit	Bijna nooit	Maandelijks	Wekelijks	Dagelijks	n.v.t.	Waarop lees je dit het vaakst?
Online vrienden (nooit in real life gezien)	○	○	○	○	○	○	☐
Vrienden	○	○	○	○	○	○	☐
Oud-vrienden	○	○	○	○	○	○	☐
Familie 1e graads (broer/zus/ouders/kind)	○	○	○	○	○	○	☐
Familie 2e graads (neef/nicht etc.)	○	○	○	○	○	○	☐
Studie-/ klasgenoten	○	○	○	○	○	○	☐
Oud-Studie/ oud-klasgenoten	○	○	○	○	○	○	☐
Collega's	○	○	○	○	○	○	☐

Oud-Collega's	○	○	○	○	○	○	
Club/team genoten (sport/ e.a. verengingen)	○	○	○	○	○	○	
Oud-Club/oud-team genoten (sport/ e.a. verengingen)	○	○	○	○	○	○	

2.

	Nooit	Bijna nooit	Maandelijks	Wekelijks	Dagelijks	n.v.t.	Waarop lees je dit het vaakst?
Buren	○	○	○	○	○	○	
Connecties met dezelfde interesses	○	○	○	○	○	○	
Partners & potentiele partners	○	○	○	○	○	○	
Ex-vriend/Ex-vriendin	○	○	○	○	○	○	
Connecties met dezelfde vakinhoudelijke kennis	○	○	○	○	○	○	
Zaken relaties (duurzaam)	○	○	○	○	○	○	
Zaken relaties (éénmalig/ kortstondig contact gehad)	○	○	○	○	○	○	
Connecties van vrienden	○	○	○	○	○	○	

3.

Hoeveel vrienden heb jij op de onderstaande Social Networking Sites?

Maak een schatting indien je het exacte aantal niet weet. Vul 0 in indien je géén account hebt op de benoemde Social Networking Site.

Facebook	
LinkedIn	
Twitter	
Google+	

4.

Hoe vaak ben jij online op de onderstaande Social Networking Sites?

Vink het vakje 'Geen account' aan indien jij geen account hebt op de benoemde Social Networking Site.

	Nooit	Bijna Nooit	Maandelijks	Wekelijks	Dagelijks	Geen account
Facebook	○	○	○	○	○	○
LinkedIn	○	○	○	○	○	○
Twitter	○	○	○	○	○	○

5.

In hoeverre vind jij vacatures op de Social Networking Sites geloofwaardig?

Vink het vakje 'Geen account' aan indien jij geen account hebt op de benoemde Social Networking Site.

	Helemaal niet	Niet	Soms wel/ soms niet	Wel	Helemaal wel	Geen account
Facebook	○	○	○	○	○	○
LinkedIn	○	○	○	○	○	○
Twitter	○	○	○	○	○	○

6.

Heb je al eens op een vacature gereageerd via Social Networking Sites? Zo ja, via welke Social Networking Site(s)?*

○Ja meerdere keren, via
○Ja één keer, via
○Nee, nooit

Volgende (2/9)

7.

Waar zag jij deze vacature(s)?

☐In een update van een connectie
☐In een groep (bijvoorbeeld een LinkedIn groep of een bedrijfspagina op Facebook)
☐Anders, namelijk via

8.

Vul deze vraag alleen in indien je het bericht bij één van jouw connecties zag:

Wat was deze connectie van jou op het moment dat hij/zij de vacature deelde?

☐Online vriend (nooit in real life gezien)
☐Vriend
☐Oud-vriend
☐Familie 1e graads (broer/zus/ouders/kind)
☐Familie 2e graads (neef/nicht etc.)
☐Studie-/ Klasgenoot
☐Oud-studie/ Oud-klasgenoot
☐Collega
☐Oud-Collega
☐Club/team genoot (sport/ e.a. verengingen)
☐Oud-Club/oud-team genoot (sport/ e.a. verengingen)
☐Buurman/buurvrouw
☐Connectie met dezelfde interesses
☐Partners & potentiele partner
☐Ex-vriend/Ex-vriendin
☐Connectie met dezelfde vakinhoudelijke kennis
☐Zaken relatie (duurzaam)
☐Zaken relatie (éénmalig/ kortstondig contact gehad)
☐Connectie van vrienden

9.

Vul deze vraag alleen in indien je het bericht bij één van jouw connecties zag:

Wat was die connectie op dat moment van het bedrijf waarbij de vacature vrij kwam?

☐Eigenaar
☐Werknemer
☐Vriend van werknemer
☐Niets
☐Weet ik niet
☐Overig, namelijk

Volgende (3/9)

10.

Hoe geloofwaardig vind je vacatures van de onderstaande contacten via Social Networking Sites?

Het zijn dezelfde contacten nog een keer. Deze vraag lijkt op een voorgaande vraag. Bij de vorige vraag gaf je aan hoe vaak en waar je berichten leest van de verschillende groepen.

Hier wordt aan jou gevraagd van wie je **vacatures geloofwaardig** vindt. Indien iemand uit één van de onderstaande groepen een vacature post op een Social Networking Site met de tekst "leuke vacature beschikbaar". In hoeverre geloof jij dan dat het werkelijk een leuke vacature betreft?

	Helemaal niet	Niet	Een beetje	Wel	Helemaal wel	Geen online contacten mee
Online vrienden (nooit in real life gezien)	○	○	○	○	○	○
Vrienden	○	○	○	○	○	○
Oud-vrienden	○	○	○	○	○	○
Familie 1e graads (broer/zus/ouders/kind)	○	○	○	○	○	○
Familie 2e graads (neef/nicht etc.)	○	○	○	○	○	○
Studie-/ klasgenoten	○	○	○	○	○	○
Oud-Studie/ oud-klasgenoten	○	○	○	○	○	○
Collega's	○	○	○	○	○	○
Oud-Collega's	○	○	○	○	○	○
Club/team genoten (sport/ e.a. verengingen)	○	○	○	○	○	○
Oud-Club/oud-team genoten (sport/ e.a. verengingen)	○	○	○	○	○	○

11.

	Helemaal niet	Niet	Een beetje	Wel	Helemaal wel	Geen online contacten mee
Buren	○	○	○	○	○	○
Connecties met dezelfde interesses	○	○	○	○	○	○
Partners & potentiele partners	○	○	○	○	○	○
Ex-vriend/Ex-vriendin	○	○	○	○	○	○
Connecties met dezelfde vakinhoudelijke kennis	○	○	○	○	○	○
Zaken relaties (duurzaam)	○	○	○	○	○	○
Zaken relaties (éénmalig/kortstondig contact gehad)	○	○	○	○	○	○
Connecties van vrienden	○	○	○	○	○	○

Volgende (4/9)

Condition 1:

DEEL 2: Vragen over één online connectie

Neem één connectie (1 persoon) in gedachten:

- Waarmee je bevriend/gelinkt bent op één of meer van de Social Networking Sites.
- Waarvan je **WEINIG TOT GEEN** berichten leest.
- Terwijl hij/zij **WEL** berichten post.

Wanneer je een bericht van hem/haar ziet op Social Networking Sites, scrol je vaak over het bericht heen zonder zijn/haar berichten (goed) te lezen.

Heb je iemand in gedachten?

In de vragen op de volgende pagina's wordt deze persoon aangeduid als 'X'. Lees dus steeds de naam van degene die je in gedachten neemt waar in de vragen 'X' staat. De volgende vragen gaan over jouw relatie met X.

Ik heb iemand in gedachten

Condition 2:

DEEL 2: Vragen over één online connectie

Neem één connectie (1 persoon) in gedachten:

- Waarmee je bevriend/gelinkt bent op één of meer van de Social Networking Sites.
- Waarvan je **HEEL ERG VEEL** berichten leest.

Wanneer je een bericht van hem/haar ziet op Social Networking Sites, neem je (bijna) altijd de moeite om zijn/haar berichten aandachtig te lezen.

Heb je iemand in gedachten?

In de vragen op de volgende pagina's wordt deze persoon aangeduid als 'X'. Lees dus steeds de naam van degene die je in gedachten neemt waar in de vragen 'X' staat. De volgende vragen gaan over jouw relatie met X.

Ik heb iemand in gedachten

12.

Heb je X in real life of online voor het eerst ontmoet?*

◯Real life
◯Online

13.

Hoeveel jaar kennen jullie elkaar al? Antwoord benoemen in gehele jaren, bij korter dan een jaar '0'

invullen (dus: 0, 1, 2 etc.).*

14.

Hoe vaak hebben jij en X contact?

X is iemand waarvan je **weinig tot geen** berichten leest op Social Networking Sites. Het lijkt misschien overbodig, maar deze vragen zijn toegevoegd om te kijken hoe weinig het contact zowel offline als online is.

	Nooit	Minder vaak dan 1x per maand	Maandelijks	Wekelijks	Dagelijks
Hoe vaak spreken jullie elkaar (alles telt: face-to-face, telefonisch, online)	○	○	○	○	○
Hoe vaak plaats jij een bericht op social networking sites?	○	○	○	○	○
Hoe vaak plaatst X een bericht op social networking sites?	○	○	○	○	○
Hoe vaak reageer jij op een bericht van X? Reageren op een update van de ander en bij berichten op 'like' of 'vind ik leuk' klikken telt ook als contact hebben.	○	○	○	○	○
Hoe vaak reageert X op een bericht van jou?	○	○	○	○	○

15.

Wat zijn jij en X van elkaar? Meerdere antwoorden mogelijk.

☐Online vrienden
☐Vrienden
☐Oud-Club/team genoten (sport/ e.a. verengingen)
☐Oud-vrienden
☐Familie 1e graads (broer/zus/ouders/kind)
☐Familie 2e graads (neef/nicht etc.)
☐Studie-/ klasgenoten
☐Oud-Studie/ oud-klasgenoten
☐Collega's
☐Oud-Collega's
☐Club/team genoten (sport/ e.a. verengingen)
☐Buren
☐Connecties met dezelfde interesses
☐Partners & potentiele partners
☐Ex-vriend/Ex-vriendin
☐Connecties met dezelfde vakinhoudelijke kennis
☐Zaken relaties (duurzaam)
☐Zaken relaties (éénmalig/kortstondig contact gehad)
☐Connecties van vrienden

Volgende (5/9)

16.

Wat vind jij van X?

Uitleg: Vind je X niet eerlijk maar ook niet oneerlijk, klik dan het middelste rondje aan. Vind je X heel eerlijk, klik dan het meest rechter rondje aan. Zit het er tussen in, klik dan het rondje er tussen in aan.

Oneerlijk	○○○○○	Eerlijk
Niet oprecht	○○○○○	Oprecht
Onrealistisch	○○○○○	Realistisch
Fout	○○○○○	Goed
Niet geloofwaardig	○○○○○	Geloofwaardig
Ongeschoold	○○○○○	Geschoold
Niet vakkundig	○○○○○	Vakkundig
Onprofessioneel	○○○○○	Professioneel
Onervaren	○○○○○	Ervaren
Onaantrekkelijk	○○○○○	Aantrekkelijk

Oncharmant	○○○○○	Charmant
Verschrikkelijk	○○○○○	Leuk
Niet sprekend	○○○○○	Sprekend
Statisch	○○○○○	Dynamisch

17.

Hoe goed kon je de bovenstaande vragen over X beantwoorden?*

- ○Helemaal niet goed
- ○Niet zo goed
- ○Redelijk
- ○Wel goed
- ○Heel erg goed

Volgende (6/9)

18.

Geef aan in hoeverre jij het eens bent met de stelling over jouw relatie met X.

	Helemaal oneens	Oneens	Niet oneens /niet eens	Eens	Helemaal eens
We zijn erg close	○	○	○	○	○
X heeft invloed op mijn gedrag	○	○	○	○	○
Ik vertrouw X helemaal	○	○	○	○	○
We denken over de meeste dingen heel anders	○	○	○	○	○
Ik ben bereid om open en eerlijk over positieve en negatieve dingen over mijzelf aan X te vertellen	○	○	○	○	○
We begrijpen elkaar	○	○	○	○	○
X vertelt eerlijk en openlijk over zowel positieve als negatieve dingen over hem/haarzelf	○	○	○	○	○
Ik wantrouw X	○	○	○	○	○
Ik vind X aardiger dan de meeste andere mensen die ik ken	○	○	○	○	○
Ik communiceer zelden met X	○	○	○	○	○
Ik houd van X	○	○	○	○	○
Ik snap hoe X werkelijk is	○	○	○	○	○
Ik heb afkeer tot X	○	○	○	○	○
Ik communiceer meer met X dan met de meeste andere mensen die ik ken	○	○	○	○	○
We hebben een hechte band	○	○	○	○	○
We hebben veel gemeenschappelijke interesses	○	○	○	○	○
We doen veel betekenisvolle dingen voor elkaar	○	○	○	○	○
We lijken op elkaar	○	○	○	○	○
Ik voel me erg verbonden met X	○	○	○	○	○
We hebben onderonsjes	○	○	○	○	○

Volgende (7/9)

19.

Hoe vaak en op welke Social Networking Site(s) lees jij updates van X?

Indien X en/of jij geen account hebt op de benoemde Social Networking Site, vul dan 'Geen account' in.

Vul 'beiden account, maar niet gelinkt' in, indien jij een account hebt en jij vermoedt dat X wel een account heeft op de betreffende Social Networking Site, maar wanneer jullie geen connecties van elkaar zijn.

	Nooit	Bijna nooit	Maandelijks	Wekelijks	Dagelijks	Geen account	Beiden account, maar niet gelinkt
Facebook	○	○	○	○	○	○	○
LinkedIn	○	○	○	○	○	○	○
Twitter	○	○	○	○	○	○	○

20.

Indien X een beschikbare vacature van zijn/haar werk plaatst op ...
Lees jij dit dan?

Indien X en/of jij geen account hebt op de benoemde social networking site, vul dan 'Geen account' in.

Vul 'beiden account, maar niet gelinkt' in, indien jij een account hebt en jij vermoedt dat X wel een account heeft op de betreffende social networking site, maar wanneer jullie geen connecties van elkaar zijn.

	Nee	Waarschijnlijk niet	Misschien	Waarschijnlijk wel	Ja	Geen account	Beiden account, maar niet gelinkt
...Facebook	○	○	○	○	○	○	○
...LinkedIn	○	○	○	○	○	○	○
...Twitter	○	○	○	○	○	○	○

21.

Vind je berichten van X op ... geloofwaardig ?

Indien X en/of jij geen account hebt op de benoemde social networking site, vul dan 'Geen account' in.

Vul 'beiden account, maar niet gelinkt' in, indien jij een account hebt en jij vermoedt dat X wel een account heeft op de betreffende Social Networking Site, maar wanneer jullie geen connecties van elkaar zijn.

	Helemaal niet	Waarschijnlijk niet	Misschien	Waarschijnlijk wel	Helemaal wel	Geen account	Beiden account, maar niet gelinkt
...Facebook	○	○	○	○	○	○	○
...LinkedIn	○	○	○	○	○	○	○
...Twitter	○	○	○	○	○	○	○

22.

Indien X een volgens hem/haar 'interessante vacature' plaatst op één van de Social Networking Sites, dan..

	Helemaal niet	Waarschijnlijk niet	Misschien niet / misschien wel	Waarschijnlijk wel	Helemaal wel
..Vind ik dat bericht aannemelijk	○	○	○	○	○
..Denk ik dat het een leuke vacature is, omdat X dat zegt	○	○	○	○	○
..Het een interessante functie betreft, omdat X dat zegt	○	○	○	○	○

..Vind ik dat bericht geloofwaardig ○ ○ ○ ○ ○

Volgende (8/9)

23.

De vragenlijst is nu bijna afgerond. Om te kijken of jullie verschillen/overeenkomsten in geslacht, leeftijd etc. invloed hebben op de antwoorden van de vorige vragen, wil ik je graag vragen om de onderstaande gegevens in te vullen. Jouw gegevens worden geheel anoniem behandeld.

Hoe ver wonen jullie uit elkaar? (maak een schatting in kilometers, bij minder dan 1 km gebruik "0")

[ ]

24.

Wat is de leeftijd van X? Maak een schatting indien je de exacte leeftijd niet weet.*

[ ]

25.

Wat is het geslacht van X?*

○Man
○Vrouw

○Zeg ik liever niet

26.

Wat is X hoogst genoten opleiding, indien X nog met een opleiding bezig is vul dit niveau dan in.*

○Geen of alleen basisonderwijs
○VMBO, of gelijkwaardig
○HAVO, of gelijkwaardig
○VWO, of gelijkwaardig
○MBO, of gelijkwaardig
○HBO, of gelijkwaardig
○WO, of gelijkwaardig
○Weet ik niet
○Zeg ik liever niet

27.

Wat is de werkstatus van X?*

○Werkzoekend
○Student, met bijbaan en/of stage
○Student, zonder bijbaan
○Werkt voor een werkgever
○Werkt voor zichzelf (ZZP'er, eigen bedrijf etc.)
○Anders, namelijk..... [ ]
○Weet ik niet
○Zeg ik liever niet

28.

Wat is jouw leeftijd?*

29.

Wat is jouw geslacht?*

- ◯Man
- ◯Vrouw
- ◯Zeg ik liever niet

30.

Wat is jouw hoogst genoten opleiding, indien je nog met een opleiding bezig bent vul dit dan in?*

- ◯Geen/of alleen basisonderwijs
- ◯VMBO, of gelijkwaardig
- ◯HAVO, of gelijkwaardig
- ◯VWO, of gelijkwaardig
- ◯MBO, of gelijkwaardig
- ◯HBO, of gelijkwaardig
- ◯WO, of gelijkwaardig
- ◯Anders, namelijk.....
- ◯Zeg ik liever niet

31.

Wat is jouw werkstatus?*

- ◯Ik ben werkzoekend
- ◯Ik ben student, met bijbaan en/of stage
- ◯Ik ben student, zonder bijbaan
- ◯Ik werk voor een werkgever
- ◯Ik werk voor mijzelf (ZZP'er, eigen bedrijf etc.)
- ◯Anders, namelijk.....
- ◯Zeg ik liever niet

Ga naar de laatste pagina

32.

Hoe lang ben je met deze vragenlijst bezig geweest? Maak een schatting van de tijd (in minuten).*

33.

Heb je nog op- of aanmerkingen? (niet verplichte vraag)

34.

Als je een korte samenvatting van de belangrijkste onderzoeksresultaten wilt ontvangen kan je hieronder jouw e-mail adres invullen.

Dit emailadres zal alleen worden gebruikt voor het toezenden van de belangrijkste resultaten van dit onderzoek. De antwoorden op de vragen zullen apart opgeslagen worden van jouw email adres! Na het toezenden van de belangrijkste resultaten wordt jouw e-mail adres verwijderd.

Klik op 'versturen' om deze vragenlijst te verzenden.

Dit is het einde van het onderzoek. Bedankt voor jouw medewerking.

Met vriendelijke groeten,
Silke Wesselink

Enquete versturen

Dit is het einde van de vragenlijst.

Bedankt voor het invullen van deze vragenlijst!
