
MASTER THESIS

PROVIDING DIRECTIONS TO FUTURE JOB SEEKERS

**A study on the effectiveness of 14 job search methods for the realization of
three job search objectives**



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PREFACE

This study is a Master Thesis for receiving the Master of Science degree in Business Administration with the specialization Human Resource management at the University of Twente. This final thesis has been conducted within the period of November 2014 until June 2015. Due to my personal interests in behavioural sciences and my educational background in psychology and human resource management, I was interested in a topic that combined these areas. Which brought forth the current study on job search behavior, wherein I could analyse the behavior of job seekers and their motives for engaging in specific job search methods, and the effects of differences in human capital i.e., value & uniqueness on the level of realization of job search objectives.

I would like to thank a few people to whom I own gratitude to, for supporting me and enabling me to present this study in its current form. First and foremost, I would like to express my appreciation to my first advisor Dr. Jeroen Meijerink for his support through my Master thesis. Jeroen Meijerink, your extensive feedbacks and your enthusiasm for research were inspiring and invaluable for me. I would also like to thank my second advisor Dr. ir. Jan de Leede for providing some very insightful comments that enabled me to further strengthen this thesis.

Last, but not least, I want to thank my boyfriend, parents and friends, for their support and understanding throughout my educational career. Through this study, I experienced high and low points, but overall, this Master Thesis felt like an invaluable experience for my personal, educational and professional development.

ABSTRACT

The mobility of the workforce has increased drastically over the last decade especially among the younger workforce, the average U.S. worker today stays at each of his or her job for about 4.4 years, however the expected tenure of the workforce's youngest employees in the USA is about half that (Boswell, Zimmerman, & Swider, 2012). In the Netherlands these numbers are somewhat different, on average, employees stay nine years of loyalty to their employer. That figure has been stable for several years, this is however mainly due to older workers who switch little. Young people under 35 years switch jobs one and a half times as often as the entire workforce and this number is expected to increase even more in the next few years (CBS, 2015). Job search has become so pervasive and frequent that it is now considered to be an integral part of people's work life (Kanfer, Wanberg, & Kantrowitz, 2001; Hoyer and Saks, 2009). This led to an increased number of studies on job search behavior the last few years. However the majority of current studies on job search behavior have focused on job search behavior that is directed on finding a new job. Given that job search is conceptualized as a self-regulatory process initiated by goals (Kanfer et al., 2001; Saks, 2005), an important limitation of most previous studies has been the failure to consider the role of different job search objectives. Job search does not always result in turnover or employment and there are many other reasons for job seekers to engage in job search behavior, especially for employed individuals, such as seeking bargaining leverage to improve one's present terms of employment (Boswell et al., 2004).

The first study that took into account multiple job search objectives was the study of Hoyer and Saks (2008). They investigated the relationship between the different job search objectives (i.e. finding a new job, staying aware of job alternatives, developing a professional network, and obtaining leverage against an employer) and job search methods (i.e. looking at job ads, visiting job sites, networking, contacting employment agencies, contacting employers, and submitting applications). Results showed that different job search objectives indeed elicit specific job search methods to bring about the objective (Hoyer and Saks, 2008). It remained however unclear whether these methods actually led to the accomplishment of the objectives and maybe even more important, which boundary conditions influenced the effectiveness of these methods. Therefore this Master Thesis analysed which job search methods were most effective for obtaining which job search objective, in addition it was examined whether moderator variables exist that influence the effectiveness of the job search methods.

This was examined by conducting a quantitative online survey design among 149 employed job seekers of 20 years and up that had obtained a bachelor or master degree of HVE or University. Results indicated that job seekers that pursue the objective of staying aware of alternatives and wish to stay aware of the more senior positions are advised to use the methods, searching on jobsites and

social media, the method category looking at job ads (including: searching in professional magazines, searching in newspapers) and contacting acquaintances and family. The more junior job seekers will benefit most from using the method category online job search (including: searching on jobsites, searching on social media, and searching on websites of employers). The second objective developing a professional network was best achieved by using the method category networking, including (contacting family, friends, and acquaintances). The method contacting acquaintances of this method category however explained by far the most of the variance. Followed by the method category contacting employers (including: contacting employers and visiting employers) followed by the category contacting employment agencies (including: contacting employment agencies and recruitment agencies). The final job search objective of obtaining leverage against a current employer was best achieved by the method category sending application letters (including: sending directed and open applications letters) closely followed by the category contacting employers (including: contacting employers and visiting employers). It appeared that the effectiveness of the method visiting employers was strongly affected by the moderator value and uniqueness of skills that job seekers possess.

The findings of this study should however be interpreted carefully. Since this study has focused on one moment in time the findings may not display the actual relationship between the use of specific job search methods and their effectiveness in achieving the three job search objectives. Other main limitations are the difficulty of measuring various effects, multicollinearity among some of the study variables, and possible generalizability problems. Despite its limitations, I believe that the results of the current study provides useful guidance to job seekers. Job seekers time is limited these directions will therefore provide job seekers with efficiency and effectiveness advantages, as they now can get knowledge of what job search methods they should engage in for realizing what specific job search objectives.

***Key words:** *Job search behavior - Job search methods – job search objectives & outcomes*

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1. Introduction

The mobility of the workforce has increased drastically over the last decade as individuals search for work following job loss and pursue opportunities to advance their careers (Saks, 2005). The average U.S. worker today stays at each of his or her job for about 4.4 years, however the expected tenure of the workforce's youngest employees in the USA is about half that (Boswell, Zimmerman, & Swider, 2012). In the Netherlands these numbers are somewhat different, on average, employees stay nine years of loyalty to their employer. That figure has been stable for several years, this is however mainly due to older workers who switch little. Young people under 35 years switch jobs one and a half times as often as the entire workforce and this number is expected to increase even more in the next few years (CBS, 2015). So it could be said that job search has become so pervasive and frequent that it is now considered to be an integral part of people's work life (Kanfer, Wanberg, & Kantrowitz, 2001; Hoyer and Saks, 2009). At the same time, there has also been an increase in research on the prediction of job search behavior (Saks, 2005).

One of the most progressive studies on job search behavior is that of Van Hoyer and Saks (2008). Following Hoyer and Saks (2008) job search behavior starts with the identification and commitment to pursuing an employment goal. This employment objective, in turn, activates job search methods developed to bring about the objective. They investigated the relationship between the different job search objectives (i.e. finding a new job, staying aware of job alternatives, developing a professional network, and obtaining leverage against an employer) and job search methods (i.e. looking at job ads, visiting job sites, networking, contacting employment agencies, contacting employers, and submitting applications). Results showed that employees who are searching for a new job are likely to use all search methods, whereas those that want to stay aware of alternatives used job ads and job sites more often, job seekers that pursued the objective of developing a professional network gave preference to the methods networking and contacting employers, whereas employees that wanted to obtain leverage against a current employer mostly engaged in contacting other employers (Hoyer and Saks, 2008).

So it is clear that different objectives elicit different methods. However, what we do not know whether these methods actually led to the accomplishment of the objectives and maybe even more important, which boundary conditions influence the effectiveness of these methods. It is expected that there are boundary conditions, as it seems logic that people with different situations, personalities or backgrounds will be unequally effective in obtaining the same objective with a specific method. For example a production worker (widely available on the labour market) that uses the method contacting other potential employers with the goal to obtain more leverage against his current employer will probably be less effective than a

researcher at a university which knowledge and skills are scarce and of great importance for the company. Research in this direction seems very important from both a practical as theoretical point of view.

From a practical point of view this could provide guidance to job seekers as to what search methods they should be engaging in for what goal. Job seekers time is limited, therefore it would be very useful to know what type of method is most effective in a particular situation. This would provide job seekers with a better focus and make the job search more efficient and effective. On a theoretical level, this type of research will also try to enhance our understanding of the moderators of the job search methods and thus whether some boundary conditions enable or hinder the realization of job search goals. So, we can not only say which method works best for what type of objective, but also under what conditions. Finally, research in this direction would be able to fill the gap that exists concerning the operationalization of job search success. Most previous studies have only operationalized job search success as the number of job offers, search duration, and finding employment (i.e., Blau, 1993; Kanfer et al., 2001; Saks, 2006). However, as pursuing different objectives will be related to different outcomes, job search success has to be measured in terms of job seekers' specific objectives (Kanfer et al., 2001). This leads to the following research question which will be addressed in this study:

***To which extent do the job search methods affect the degree to which job search objectives are met?
And to which extent is the relationship between job search methods and job search objective
realization moderated by selected boundary conditions?***

In the next section, the theoretical framework will be presented wherein the two variables job search methods and job objectives will be described in more detail followed by the study hypotheses.

2. Theoretical framework

2.1. Job search methods

Hoye and Saks (2008) differentiate between six most frequently recurring methods, namely looking at job ads, visiting jobsites, networking, contacting employment agencies, contacting employers, and submitting applications. These methods will also be examined in the current study. However, the method visiting jobsites was slightly altered, it was renamed into online job search, as online job search today can be performed in more ways than visiting jobsites. With job search method I refer to the combination of the behavior or action that is performed and the source that is used to find job offers. The first method is referred to as looking at job ads. The action here is searching or looking for job ads, this can be done through all possible offline written media for job ads, in which newspapers, journals, and advertising papers. The second method of Hoye and Saks (2008) looking at jobsites, is referred to as online job search. Online job search involves job seekers searching or looking at online job ads, which can be done through all possible online media for job ads, including job sites, websites of companies, and social media websites. In this study searching on social media was added to the method of Hoye and Saks (2008) as companies nowadays increasingly use this as a medium to post vacancies and information about companies (Lewis, Thomas, & Sanders, 2013). The third method concerns networking, although networking is a broad term in this study it refers to tapping into connections job seekers already have, family, friends, and acquaintances to get information on possible job leads, and other career related opportunities, (i.e., if they or whether they know someone who has the potential to assist them in their work or career). Networking can be done through various types of communications such as face to face interaction, phone, or social media. The difference between the use of social media for the methods networking and online job search is that for networking interaction has to take place between individuals (i.e., chat or sending a message), whereas for online job search job seekers solely use social media to search for job offers. Therefore, for online job search, no interaction is involved.

The fourth method is referred to as contacting agencies, which involves the action of contacting or getting in touch with employment agencies to obtain job leads. The sources that can be used in this method are temporary employment agencies and recruitment agencies. The fifth method is referred to as contacting employers, where the action is contacting/getting in touch with employers for information on job openings, and the sources are possible employers. Concerning the last three mentioned methods the action contacting is used, this includes all types of direct interaction, as making a phone call, participate in a chat, real life

visit etc. The final method is referred to as submitting applications letters, this can be done offline or online and includes open applications are application specifically directed to a vacancy.

2.2 Job search objectives

In the current study I will examine three job search objectives based on the classification of Hoye and Saks (2008) the three job search objectives are: staying aware of alternative job opportunities, developing a network of professional relationships, and obtaining leverage against an employer.

2.2.1 Staying aware

The first objective concerns staying aware of job alternatives. Search does not always result in turnover (Boudreau et al., 2001), so it seems logical that search objectives may include purposes other than leaving the job and finding a new one. Employed job seekers also search for job information to stay aware of job opportunities available in the labour market (Boswell et al., 2002; Hoye and Saks (2008). In practice, employed individuals motivated by this job search objective are sometimes referred to as “passive job seekers”, a target group of potential applicants much sought after by recruiting organizations. They are not actively looking for a new job, but still want to stay aware of possible job opportunities (Steel, 2002). The goal is achieved when job seekers have the feeling that they are sufficiently aware of job alternatives and of other developments in the labour market.

2.2.2 Development of professional network

The second objective concerns the development of a professional network. Employed individuals might engage in job search activities to develop a network of professional relationships with others that may boost one’s future business and employment prospect (Wanberg et al., 2000). The importance of developing a network as a career management strategy has increased in recent years as careers have become more “boundary less” (Forret & Dougherty, 2001). Individuals guided by the network objective would not be interested in gathering job information per se, but rather in meeting and talking to others who might be important for their work or career for example others in their profession or head-hunters (Hoye and Saks, 2008). This goal is therefore achieved when job seekers have the feeling they have developed new relationships and/or met interesting companies where they expects to benefit from in the future.

2.2.3 Obtaining leverage

Employees might also engage in job search to improve their bargaining position in negotiating their terms of employment with their current employer (Boswell et al., 2002). Job seekers pursuing this objective will be minimally satisfied with their current working situation, however, they are also not entirely dissatisfied as they are not searching to leave. These individuals are searching for jobs to enhance their working situation with their current employer (i.e. higher salary). The obtaining leverage

objective is achieved when job seekers have the feeling that their negotiation position has improved, in such a way that they are able to negotiate about their terms of contract with success.

2.3 Hypotheses

To be able to answer the research question: *To which extent do the job search methods affect the degree to which job search objectives are met? And to which extent is the relationship between job search methods and job search objective realization moderated by selected boundary conditions?*

The following hypotheses were investigated.

Hypotheses on staying aware of job alternatives objective

The first hypothesis concerns the objective of staying aware of job alternatives. Five of the six job search method are expected to be effective in achieving this objective, looking at job ads, online job search, networking, contacting agencies, and contacting employers. The use of the method sending applications is not expected to be related to the achievement of objective one, awareness of alternatives. When job seekers are sending application letters it is most likely that they are already aware of job alternatives. Sending application letters will therefore not lead to awareness, but can be seen as a follow-up method, that is used to follow-up on the identified job alternatives. Individuals that have the objective of staying aware are interested in whether other opportunities exist rather than actually obtaining new employment which is a next step in the process. Through the other five job search methods job seekers can get to know whether possible job openings exists and therefore expected to be to a greater or lesser extent effective in achieving awareness.

It is expected that the methods looking at job ads and online search are most effective for achieving the objective of awareness of job alternatives. This expectation is based on the study of Randall & Hansen (2010) concerning the "hidden " job market. They indicated that 62 percent of all vacancies are to be advertised either online or offline, (i.e., job boards, newspapers etc.). The other 38 percent of all vacancies are unpublished, job seekers can only get informed about these vacancies through their network. Their study thus provides some evidence that the "hidden job" market is not as big as is often mentioned by some experts and that most vacancies are published (Smith, 2006). It seems therefore logic the methods looking at job ads and online job search, are most effective in achieving awareness as the biggest part of all vacancies are posted through job ads. The methods looking at job ads and online job search supposed to include all possible mediums through which job ads can be posted either online or offline, jobseekers that make use of these two methods could in theory get aware of 62 percent of all vacancies.

The finding of Hoyer and Saks (2008) support this expectation, they provided evidence that having the objective of staying aware predicted the use of the methods looking at job ads and online job search. Following expectancy theory individuals will decide to behave in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be. When people have the choice between different options they will choose the option with the greatest motivation strength (Wanous, Keon, & Latack, 1983; Ajzen & Madden, 1986; Van Eerde & Thierry, (1996). This motivation strength is determined by the expectation "The estimation that an effort will lead to a good performance." Here are the personal experience of the difficulty of the effort (based on experience), the personal experience of self-efficacy (based on experience), and their own perceived control of the outcome of great importance (Ajzen & Madden, 1986). Following this theory chosen behaviours or actions are positively related to the desired outcome, because experience and with that learning is involved (Armitage & Conner, 2001). Based on this principle and the findings of Randall & Hansen (2010) the following was hypothesized:

Hypothesis 1: The methods (a) Looking at job ads, and (b) online job search, will be the most effective for the achievement of objective (1) awareness of job alternatives

However, Hansen (2013) indicated that as a position becomes more senior the percentage of jobs that are advertised drops, and the percentage of jobs found through ones network increases. Hansen (2013) defines a senior position as a position with a lot of responsibilities a position that requires a broad knowledge of principles, practices, and procedures of particular field of specialization to the completion of difficult assignments and a position in which minimum supervision needed. It seems that the level of seniority not only changes the effectiveness of the proposed best job search methods (looking at job ads and online job search) for achieving awareness but also the value of the method networking. Concerning the proposed best methods, looking at job ads and online job search the level of seniority affects the use value as follows: A high level of seniority makes the methods less effective, as Hansen (2013) indicated that a smaller percentage of vacancies can be found through these method.

Concerning the method networking the level of seniority changes the effectiveness as follows: It is expected that the method will become more effective as the percentage of vacancies that can be found through networking increases when the level of seniority increases, since senior jobs are more likely be communicated through professional networks (Hansen, 2013). The level of seniority is therefore viewed as a moderating factor. Seniority influences the focal relationship between the methods looking at job ads, online job search, networking and the objective staying aware of job alternatives. Therefore the following hypotheses were investigated:

Hypothesis 2: *The value of the methods (a) looking at job ads, (b) online job search and (c) networking for achieving objective (1) awareness of job alternatives is affected by the level of job seniority*

- *When job seniority increases the effectiveness of the method networking for achieving objective (1) awareness of job alternatives increases.*
- *When job seniority increases the effectiveness of the methods looking at job ads and online job search for achieving objective (1) awareness of job alternatives decreases.*

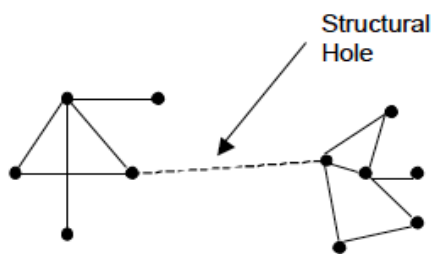
Hypotheses on developing a professional network objective

The third and fourth hypotheses concern the objective of developing a professional network. Four of the six job search methods are expected to be to some extent effective in achieving this objective, among which; networking, contacting employers, contacting employment agencies, and submitting applications. The use of the methods looking at job ads and online job search by itself are not expected to be related to the achievement of objective two, developing a professional network. Job seekers with this objective are not necessarily interested in gathering information about jobs or assessing the job market, however job seekers could also search for job ads online or offline to identify or select companies that one would like to have in their professional network as a connection. These methods by themselves however will not lead to the development of a professional network, these methods can be seen as a first step in the process, to actually develop new relationships some sort of contact between two parties is needed. It is therefore expected that looking at job ads and online job search are only positively related to the achievement of objective two, developing a professional network if they are used together with one of the other job search methods. The other four job search methods are all based on some way of interaction, contact with another party, and therefore to a greater or lesser extent able to develop new connections. It is expected that the methods contacting employers, contacting employment agencies, and networking are the most effective methods for achieving a professional network, as these are all based on interaction that is focused on the development of relationships with individuals/companies that might be helpful for their future career, like meeting and talking to others in the profession or those with ties to their career (e.g., head-hunters). This in contrast to the method sending application where the interaction between an individual and a company at first hand is concerned with a specific vacancy or position one wants to apply for. Although it is possible that this method will result in the development of a professional connection with an employer, in the first place the contact between a job seeker and a company is focused on a specific vacancy, this method can be seen as an indirect method and therefore expected to be less effective. Therefore the following was hypothesized:

Hypothesis 3: *The methods (a) networking, (b) contacting employers and (c) contacting employment agencies will be the most effective for the achievement of objective (2) developing a professional network*

However, when are new connections useful? Following structural whole theory which is concerned with how social capital is created, we have to create a network in which individuals can broke connections between otherwise disconnected segments, the most useful connections are connections from different social groups (Ahuja, 2000; Burt, 2009).

Figure 1. *Conceptualization of a structural hole.*



Connections between different groups are of great important to achieve networks rich in information benefits. As opinions and behaviors are more homogeneous within than between groups, so people connected across groups, are more familiar with alternative ways of thinking and acting. Brokers across the structural holes provides a vision of options otherwise unseen, which is the mechanism by which brokerage become social capital (Burt, 2009; Kleinberg, Tardos, & Wexler, 2008). The so called information benefits concern diversity and independency of information about ideas, threats, and opportunities in time to respond to them, this opposite to information that flows from individuals in the same group who often have inwardly-focused conversation, which leads to a fragmented perspective of what is going on in the wider world and society (Burt, 2009). Granovetter (1983) showed that the advantages of having connections across different social groups also applied for job seekers. He showed that job leads or career related information was more likely to come from connections across different social groups than from individuals in the same group as for example friends.

So individuals pursuing the goal of obtaining a professional network have to develop networks rich in information benefits. To obtain this it is necessary to build large networks that maximize the number of non-redundant contacts in order to maximize the number of structural holes per actor in the network. Non-redundant contacts refers to contacts who give one access to networks one is not already a part of (Kleinberg, Tardos, & Wexler, 2008).

The methods contacting employers and contacting employment agencies seem suitable methods to obtain this, as these methods are focused on direct interaction with different social groups. For example, a non-redundant contact could be developed between a job seeker and a consultant of an employment agency. The method networking is however based on contacting friends, family and acquaintances, the value of this method in developing new non-redundant connections with a lot of weak ties over structural holes seems to depend on which part of one's current network is used to develop these. Friends and family or seen as strong connections from the same social group, following structural hole theory connections that are developed through strong connections are not expected to provide a lot of information benefits as the information shared and further contacts are likely to be overlapping or similar to that of contacts one already has (Friedkin, 1982). It is therefore not expected that the connections developed through strong connections, (i.e., friends of your friends) will lead to a lot of weak ties over new structural holes (Granovetter, 1983). So instead of using friends and family job seekers should use their acquaintances to develop new non-redundant contacts. This will more likely lead to new structural holes as acquaintances are less similar to you in terms of interests, background etc. and therefore more likely to have connections with different social groups than you or your strong ties. Therefore the following was hypothesized.

Hypothesis 4: *The effectiveness of the method networking for achieving objective (2) developing a professional network is affected by the part of one's current network is used to develop new professional connections.*

- *When the use of acquaintances increases in comparison to the use of friends and family to develop new professional connections the effectiveness of the method networking for achieving objective (2) developing a professional network increases.*
- *When the use of friends and/or family increases in comparison to the use of acquaintances to develop new professional connections the effectiveness of the method networking for achieving objective (2) developing a professional network decreases*

Hypotheses on obtaining leverage objective

The final set of hypotheses concerns the objective of obtaining leverage against an employer. All of the six job search method are expected to be effective to some extent in achieving this objective. Individuals pursuing this objective are trying to improve their bargaining position in negotiating their terms of employment with their current employer (Boswell et al., 2002). Following Hoye and Saks (2008) to obtain leverage individuals need specific information about job alternatives and even better

actually obtain job offers, compelling their current employer to make a better deal. They based these statements on dyadic negotiation and equity theory. Concerning dyadic negotiation Pinkely, Neale, and Bennet (1994) studied the impact of having alternatives to settlement in a dyadic negotiation, they indicated that the more alternatives and the more specific alternatives where the higher the negotiation power. So information on alternative job offers may be used as bargaining leverage to improve employment conditions (e.g., Gault, Redington, & Schlager, 2000; Lazear, 1986). In addition equity theory (Adams, 1965) which is concerned with defining and measuring the relational satisfaction of employees suggests that employees try to maintain a balance between their efforts, what they give to a company against what they receive in terms of salary. The principle of equity serves here as a negation means. Job seekers should obtain alternative job offers of higher pay or status as a negotiation means, so that they can show that their effort-reward ratio (equity principle) is better at another employer. This may serve as a signal to the employer of the value of one's human capital in the external market, which is likely to lead to more leverage at the employee level, which in turn enhances the output (salary) (Bretz et al. 1994; Griffeth, & Gaertner, 2001).

All of the six methods are expected to be to some extent effective in obtaining specific information on alternatives, and therefore effective in achieving objective three, obtaining leverage against ones current employer. To actually obtain alternative job offers one has to apply to vacancies which can be done with the method sending applications, so this method is expected to be effective for both parts, obtaining specific information on job alternatives and obtaining actual job offers. Although all methods are to some extent expected to be effective, the methods contacting employers and submitting applications are expected to be the most effective methods for obtaining leverage against ones employer. Following Boswell (2004) and Hoyer and Saks (2008) specific information about job alternatives was less likely to be provided in job postings or through intermediary persons or agencies. They stated that vacancies on job sites often do not provide an exact salary, often an indication is provided or they mention something like market conform employment terms. Mostly specific employment terms as salary, responsibilities or secondary employment terms are discussed through direct contact with an employer (i.e., in a job interview). These statements can be supported by the results of the research from job search engine Adzuna in 2014, which reveals that over 60 percent of job ads do not include a published salary. Adzuna analysed nearly every job ad in the UK in august (over 500,000 in total) (Adzuna, 2014). These expectations are supported by the findings of Hoyer and Saks (2008) that having the objective of obtaining leverage against ones current employer predicted the use of the methods, contacting employers and submitting applications. Following expectancy theory it may be expected that these methods therefore will also be most positively related to the desired outcome (Armitage & Conner, 2001). Therefore the following was hypothesized:

Hypothesis 5: The following methods (a) contacting employers, and (b) submitting applications will be the most effective for the achievement of objective (3) obtaining leverage against one's current employer.

However, as not all employees possess knowledge and skills that are of equal strategic importance, it seems unlikely that contacting employers and submitting applications would work for everyone as a method to obtain leverage. It is expected that the more valuable and unique skills of employees are the greater the value of the methods contacting employers and sending applications will be for the achievement of objective three, obtaining leverage against one's current employer.

The Resource-based view model (RBV) is used to explain why the level of skills (value and unique) of an employee is expected to be a boundary conditions for the expected value of the methods contacting employers and submitting applications for achieving leverage against one's employer. The RBV model is concerned with how value is captured at company level, although obtaining leverage is concerned with capturing value at individual level the principle of value capturing stays the same.

The RBV argues that a firm can be regarded as a bundle of resources (tangible, human, or financial), and that valuable, rare, imperfectly imitable and non-substitutable (VRIN) resources are an organization's main source of sustainable competitive advantage (Barney, 1991). So the RBV states that performance differences (profitability, market share) in other words the ability to capture value accrue from firm specific resources that are scarce and superior in use relative to others. Superior resources are more efficient than others in the sense that they enable a firm to produce at lower opportunity costs and or create more use value for its customers which in turn results in a higher price paid (exchange value) (Priem & Butlet, 2001).

Obtaining leverage can be viewed as a means of capturing more value (salary) at individual level. Employees create value for the firm with their human capital, with the labour they perform, in turn employee capture a part of the value they created in term of salary (exchange value). When employees pursue the goal of obtaining leverage they are trying to capture more value for what they create (labor). They feel their value creation (input) is currently unequal compared to the value that they are capturing (output). It seems logic that human capital that is viewed as a VRIN resource, which can be translated into valuable and uniqueness (rare, inimitable, and non-substitutable) skills (Lepak & Snell, 2002), are in the position to demand a high salary, exchange value. Just as this principle of value capture counts at firm level, where a company that delivers high use value for its customers receives a high

price paid (exchange value) for its products (Bowman, & Ambrosini, 2000). So, the more valuable and unique the skills of an employee are the more value it should capture (salary). As losing such valuable and unique resources would have major consequences for a firm's sustainable competitive advantage. A company cannot create the same use value for its customers anymore and therefore it will capture less value at firm level eventually. Therefore the following was hypothesized:

Hypothesis 6: *The effectiveness of the methods (a) contacting employers and (b) submitting applications for achieving objective (3) obtaining leverage against one's current employer is affected by the degree to which the skills of an employee are viewed as valuable & unique*

- *When skills become more valuable and unique the effectiveness of the methods contacting employers and submitting applications for achieving objective (3) obtaining leverage against one's current employer increases.*
- *When skills become less valuable and unique the effectiveness of the methods contacting employers and submitting applications for achieving objective (3) obtaining leverage against one's current employer decreases.*

3. Method

3.1. Study design

This study makes use of a quantitative research design, quantitative research was chosen as it provides a basis for more precise measures of the degree of relationship between the various concepts (Bryman & Bell, 2011). As the main research question is concerned with the extent to which job search methods affect the degree to which job search objectives are met, and the extent to which the relationship between job search methods and job search objective realization are moderated by selected boundary conditions quantitative research design seems most suitable.

There are four main types of quantitative research designs: descriptive, correlational, quasi-experimental, and experimental. The current study applied a correlational design as the primary purpose of the study was to examine the relationships between the study variables without the use of any treatments. There are various ways to conduct a quantitative correlation research design, the current study applied a survey design, which is a very common design of conducting this type of research (Johnson, 2001), whereby the subcomponents of the theoretical framework are used to operationalize the constructs to a level whereby they can be measured (Bryman & Bell, 2011). It is possible to distribute a survey in various ways, for example face-to-face, telephonic, by letter or online (Johnson, 2001). It was chosen to conduct the survey online due to the relatively large sample size required and the geographic dispersion of the job seekers. A large sample size was required as the study examined a large amount of variables, job search methods, with these variables it was the question whether they were used or not, it could be that a job seeker used all job search methods however it seems more likely that job seekers only used a selection. To still be able to uncovering specific mean differences for the effect of specific job search methods for the realization of the job search objectives, which are also statistically significant a large sample was needed (Johnson, 2001). With an online survey is easier to approach a large part of the target group and it is a quicker way of examination. Other advantages of an online survey are that respondents have the freedom to complete the survey when they want and at the speed they want. Moreover, it is also quicker to administer and the researchers have the possibility of sending reminders (Wright, 2005; Bryman & Bell, 2011). The disadvantage of an online survey is that there is no help for respondents when they have difficulties with answering a question. In addition online survey bring a greater risk of missing data through partially answered surveys (Wright, 2005).

3.2. Sample & procedure

The data was obtained from a sample of higher educated, employed, individuals from age 20 and above. Higher educated in this study refers to individuals that are in the possession of a University or Higher Vocational Education (HVE) bachelor or master degree. It is expected that individuals that meet these requirements are more likely to be concerned about their career, to engage in job search activities, and to vary in their pursuit of different job search objectives than individuals with lower educational backgrounds and individuals which are unemployed (Hoye and Saks, 2008). The study of Sichermam & Galor (1990) indicated that higher educated individuals make more steps during their career, they switch jobs quicker. In addition the study of Vos, Dewettinck and Buyens (2008) concerning career management and preferred career moves indicated that when higher educated individuals make a career move this is more often a vertical one than a horizontal, whereas the lower educated individuals more often make horizontal career moves. Finally the study of Wolf and Moser (2009) on the effects networking and career success indicated that higher educated individuals engage more often in career related events like career fairs, master classes, company presentations and that higher educated individuals are more often a member of a professional network club. This provides enough reasons to solely include higher educated individuals in the current study. Unemployed individuals were also left out in the current study as they are known to engage in job search behavior that for the most part is focused on getting a new job (Kanfer, Wanberg, & Kantrowitz, 2001). Whereas employed job seekers are known to have more diverse job search objectives (Hoye and Saks, 2008). The final requirement concerning age is a result of the educational requirement, it is very unlikely that individuals would have obtained a bachelor or master degree before they turn 20, therefore it makes no sense to include individuals under this age in the sample.

The data from this study is collected from In Person, an employment agency that was willing to invest time and resources in participating, within this company all employees that met the requirements were invited to participate in the study. In addition all connection of the search firm that met the requirements were invited to participate in the study. In Person was not just selected because it was willing to participate, it was selected because employees of employment agencies are working in a fast business environment, that is focused on careers of others. They are daily concerned with the realization of job seekers job search objectives (finding a new job for seekers), in such a business environment wherein consultants get in touch with a diversity of companies for whom they have to fulfil vacancies for, it seems likely that these employees will be triggered more to pursue their own job search objectives because of the exposure effect (Harmon-Jones & Allen, 2001) than employees at organizations that are not daily exposed to recruitment and other career related topics. In addition the company was selected because of its useful network of individuals that were expected to pursue job search objectives, as most of the individuals that were invited to participate were derived from the

talent pool of In Person, job seekers can apply for the talent pool if they are currently looking for a new job, or in perhaps in the future.

The first group, the connections of the search firm were approached to participate in the survey through a LinkedIn message, inviting them to participate in the current study, given that they met the requirements stated above. If they agreed, they could complete the survey online on a website especially created for this study. In total 690 individuals were invited through a LinkedIn messages that was send by three of the head recruiters of In Person, to increase the response rate two reminders where send on the same manner as the first invitation, the first reminder was send after two weeks and second after 4 weeks. In total 76 response were obtained, a response rate of 11 &%. The second group, employees of the search firm received an e-mail, inviting them to participate in the current study, given that they met the requirements stated above. If they agreed they were directed to the same website to complete the survey as the first group. To enhance the response rate a reminder email was send after two weeks and after four weeks. In addition employees were personally encouraged to participate in the study by the researcher and the commercial director of the company. This led to a response rate of 70 percent, 87 employees participated. So in total 163 responses were returned. Of these 14 were removed from further analyses because these responses were incomplete. Therefore, the final sample consisted of 149 individuals, including 76 individuals of group one 51 % and 73 individuals of group two, 49 %. More women (55%) than men (45%) participated. The most frequent age category was 30-34. Also striking is that 49 % of the participants had an educational background in business & management followed by 13.4 % for economy and communicational studies. Concerning the level of educational background the division is a follows, 59.7 % of the participants were in the possession of a bachelor at Higher Vocational Education, 23.2 % of a bachelor University degree and 17.1 % of a Master University degree.

Due to the moderate response rate of the first group, it was assessed whether respondents were representative of non-respondents by comparing the two groups on information (e.g., demographics, study level, study direction and age). Independent t-test revealed that was only a significant difference for study level between the groups, for In Persons $M = 3.88$, $SD = 1.1.7$, and for not In Persons $M = 4.87$, $SD = 1.49$, $t(147) = 4.58$ $p = .001$. It can be concluded that participants that were not an employee of In Person are higher educated.

3.3. Measuring the Main Variables

This research makes use of quantitative data, wherever possible, existing scales were used to measure the variables and, a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) as answer options. Two researchers translated the established items from English to Dutch and back again to ensure the items were correctly represented.

3.3.1 Measuring job search methods

The classification of Hoye and Saks (2008) of six specific job search method categories was used, with one alteration, the method category visiting job sites was reworded into online job search as social media was added to this method. The six method categories are looking at job ads, online job search, networking, contacting employment agencies, contacting employers, and submitting applications. To measure the use of the method Hoye and Saks (2008) developed two or three items for each of the six method categories. The first category looking at job ads exist of looking at job ads in newspapers and of looking at job ads in professional magazines, the second category online job search exist of three sub methods, searching on jobsites, searching on social media and searching on websites of employers, the third category networking exist of contacting family, friends and acquaintances for job leads or career related information, the fourth category contacting employment agencies exist of contacting employment agencies and contacting recruitment agencies, the fifth category contacting employers exist of contacting employers and visiting employers, the final category exist of sending directed and open application letters. Hoye and Saks (2008) used the category scores in their analyses, however as the current study requires a specific answer to the question which specific method is most effective for achieving which objective I will use the scores of every method independently in further analyses. Participants were asked for all the job search methods whether they used them or not (a dichotomous scale).

3.4 Measuring job search objective realization

Here, participants were asked to evaluate the realization of the job search objectives. Using items adapted from an existing scale developed by Hoye and Saks (2008). Their scale is called ‘‘The job search objective scale’’, that measured to which extent the objectives; finding a new job/turnover, staying aware of alternative job opportunities, developing a network of professional relationships, and obtaining leverage against the current employer explain job seekers engagement in any job search activity in the past six months. Items were measured on a five-point Likert scale, ranging from 1 = to no extent to 5 = to a very great extent (i.e. to which extent does the objective of staying aware of job alternatives explain your engagement in job search activities). In this study I am not interested in why job seekers engage in job search but in what objectives are achieved with which job search methods, therefore the items were adapted. Participants were asked to which extent they agreed or disagreed with seven statements concerning the realization of job search objectives. Items were measured on a

five-point Likert scale, ranging from 1 = to no extent to 5 = to a very great extent. Sample items are “I am aware of developments in the labor market” (staying aware of job alternatives, $\alpha = .85$), “I developed new professional relationships” (developing a professional network, $\alpha = .85$), and “My bargaining position with my current employer has improved with respect to compensation” (obtaining leverage against a current employer, $\alpha = .89$). Two or three items were developed to measure each specific objective.

3.5 Measuring moderating variables

Value & uniqueness of human capital. Here, participants were asked to indicate how valuable & unique their skills are for their current employer. This variable was only measured among employed participants. Using items adapted from an existing scale developed by Lepak and Snell (2002). The scale exists of two components value which is measured by 10 items and uniqueness (which measures the rareness, inimitableness and non-substitutability of human capital) which is measured by 8 items. The original items from Lepak and Snell (2002) were directed to the manager of an employee (i.e. employee has skills that are instrumental for creating innovations). In this study the items will be directed to the job seekers them self. Sample items are “I have skills that are important for my organization in creating innovations” (value, $\alpha = .89$), “I have skills that are not widely available on the labor market” (uniqueness, $\alpha = .90$). The other expected moderator concerns *Seniority*. Here participants were asked to indicate how senior the jobs are one is interested in staying aware of. Using items from an existing scale developed by Hansen (2013). The scale exist of three items all measuring the level of seniority. Sample item is “The job alternatives I want to stay aware of generally require little oversight / supervision” (level of seniority, $\alpha = .73$).

4. Results

4.1. Descriptive Statistic

In first table the means and standard deviations for the outcome, and moderating variables are presented. The methods were measured on a dichotomous scale (yes/no) these were therefore presented in percentages. The methods visiting websites of employers 67.35% and searching on social media 61.38% are the most used methods. The other end are the methods contacting employment agencies 11.49 % and contacting recruitment agencies 12.75%, these methods are the least used methods. Concerning the outcome scores, the highest average was obtained on the objective awareness of job alternatives $M = 3.49$, the lowest average score was obtained on the objective obtaining leverage against one’s current employer $M = 2.43$, however this outcome score also had the highest $SD = 1.21$. For the moderating scores there are no outliers, the variables averages are all about the same.

Table 1. Means & standard deviations of all study variables

Methods:	No	Yes
Looking in news papers	77.18%	22.82%
Looking in Professional journals	73.15%	26.85%
Searching on jobsites	43.24%	56.76%
Searching on social media	38.62%	61.38%
Contacting friends	60.40%	39.60%
Contacting family	75.51%	24.49%
Contacting acquaintances	60.40%	39.60%
Contacting employment agencies	88.54%	11.49%
Contacting recruitment agencies	87.25%	12.75%
Contacting employers	78.91%	21.09%
Visiting employers	65.10%	34.90%
Visiting websites of employers	32.65%	67.35%
Sending application	79.87%	20.13%
Sending open application	83.89%	16.11%
Outcomes:	M	SD
Awareness	3,49	1,07
Development of network	3,01	,96
Obtainment of leverage	2,43	1,21
Moderators:	M	SD
Valuable	3,56	,55
Uniqueness	3,33	,70
Seniority	3,49	,66

Note. $N = 149$.

Table two presents the effectiveness scores of the different job search methods for obtaining awareness of job alternatives. The scores on awareness of job alternatives appeared to be higher for five of the 14 sub-job search methods when they were used versus when they were not used by jobseekers. So, these methods had to a greater or lesser extend a positive effect on the score on awareness of job alternatives. Including: searching in newspapers, searching in professional magazines, searching on jobsites, searching on social media, and searching on employers' websites. The highest average score on awareness of job alternatives for users was found for the method searching at jobsites $M = 3.98$ $SD = .84$. It is striking that some of the not used scores are very high, for example the method sending application letters, when this method is not used by job seekers they have a very high score on awareness. This implies that when this method is not used other more effective methods were used.

Table 2. *Effectiveness scores on awareness of job alternatives*

Use of methods	<i>M</i>	<i>SD</i>	<i>95% CI</i>
Searching in newspapers:			
Yes	3.60	.73	3.35 – 3.86
No	3.46	1.15	3.24 – 3.67
Searching in magazines:			
Yes	3.81	.58	3.63 – 3.99
No	3.37	1.18	3.15 – 3.60
Searching at jobsites:			
Yes	3.98	.84	3.80 – 4.20
No	2.84	1.10	2.60 – 3.10
Searching at social media:			
Yes	3.93	.87	3.74 – 4.11
No	2.77	1.0	2.50 – 3.04
Searching firms websites			
Yes	3.83	.94	3.65 – 4.02
No	2.79	1.0	2.50 – 3.08
Contacting friends:			
Yes	3.32	.96	3.06 – 3.56
No	3.61	1.13	3.37 – 3.84
Contacting family:			
Yes	3.35	.94	3.03 – 3.67
No	3.53	1.11	3.32 – 3.74
Contacting acquaintances:			
Yes	3.25	.96	3.0 – 3.51
No	3.64	1.11	3.41 – 3.88
Employment agencies:			
Yes	2.88	.91	2.41 – 3.35
No	3.57	1.07	3.39 – 3.76
Recruitment agencies:			
Yes	2.71	.85	2.30 – 3.12
No	3.60	1.05	3.42 – 3.79
Contacting employers:			
Yes	2.68	.87	2.36 – 3.0
No	3.73	1.0	3.54 – 3.91
Visiting employers:			
Yes	2.67	.79	2.45 – 2.89
No	3.93	.94	3.74 – 4.12
Sending applications			
Yes	3.03	1.04	2.64 – 3.42
No	3.61	1.05	3.41 – 3.80
Sending open applications:			
Yes	2.65	.97	2.24 – 3.06
No	3.65	1.01	3.47 – 3.83

Table three presents the effectiveness scores of the different job search methods for the development of a professional network. The scores on networking appeared to be higher for nine of the 14 sub-job search methods when they were used versus when they were not

used by jobseekers. So, these methods had to a greater or lesser extend a positive effect on the score on the development of a professional network. Including: contacting friends, contacting family, contacting acquaintances, contacting employment agencies, contacting recruitment agencies, contacting employers, visiting employers, sending applications letters, sending open application letters. The highest average score on obtaining leverage for users was found for the method contacting employment agencies $M = 3.65$ $SD = .83$.

Table 3. *Effectiveness scores on developing a professional network*

Use of methods	<i>M</i>	<i>SD</i>	<i>95% CI</i>
Searching in newspapers:			
Yes	2.82	.78	2.88 – 3.25
No	3.06	1.0	3.24 – 3.67
Searching in magazines:			
Yes	2.98	.86	2.70 – 3.25
No	3.02	1.0	2.83 – 3.21
Searching at jobsites:			
Yes	2.70	.96	2.49 – 2.91
No	3.42	.81	3.21 – 3.63
Searching at social media:			
Yes	2.81	.95	2.62 – 3.02
No	3.32	.90	3.07 – 3.56
Searching firms websites:			
Yes	2.73	.91	2.55 – 2.92
No	3.56	.79	3.33 – 3.79
Contacting friends:			
Yes	3.39	.80	3.18 – 3.60
No	2.76	.98	2.55 – 2.96
Contacting family:			
Yes	3.40	.68	3.17 – 3.63
No	2.88	1.0	2.70 – 3.07
Contacting acquaintances:			
Yes	3.56	.78	3.36 – 3.76
No	2.65	.90	2.46 – 2.84
Employment agencies:			
Yes	3.65	.83	3.22 – 4.07
No	2.93	.95	2.77 – 3.10
Recruitment agencies:			
Yes	3.61	.81	2.76 – 3.09
No	2.92	.95	3.39 – 3.76
Contacting employers:			
Yes	3.51	.68	3.26 – 3.76
No	2.88	.99	2.69 – 3.06
Visiting employers:			
Yes	3.49	.81	3.27 – 3.72
No	2.75	.93	2.56 – 2.94
Sending applications			
Yes	3.33	.66	3.09 – 3.58

No	2.93	1.0	2.74 – 3.11
Sending open applications:			
Yes	3.11	.71	2.81 – 3.41
No	2.99	1.0	2.81 – 3.17

Table four presents the effectiveness scores of the different job search methods for obtaining more leverage against one's current employer. The scores on leverage appeared to be higher for nine of the 14 sub-job search methods when they were used versus when they were not used by jobseekers. Including: contacting friends, contacting family, contacting acquaintances, contacting employment agencies, contacting recruitment agencies, contacting employers, visiting employers, sending applications letters, sending open application letters. So, these method had to a greater or lesser extend a positive effect on the score on leverage. The highest average score on obtaining leverage for users was found for the method sending open applications $M = 3.67$ $SD = .76$.

Table 4. *Effectiveness scores on obtaining leverage*

Use of methods	<i>M</i>	<i>SD</i>	<i>95% CI</i>
Searching in newspapers:			
Yes	2.12	1.21	1.69 – 2.54
No	2.52	1.21	2.29 – 2.74
Searching in magazines:			
Yes	2.26	1.26	1.86 – 2.66
No	2.48	1.20	2.26 – 2.71
Searching at jobsites:			
Yes	2.08	1.19	1.83 – 2.34
No	2.89	1.11	2.61 – 3.17
Searching at social media:			
Yes	2.26	1.22	2.0 – 2.52
No	2.77	1.16	2.46 – 3.07
Searching firms websites:			
Yes	2.27	1.26	2.02 – 2.52
No	2.79	1.06	2.49 – 3.10
Contacting friends:			
Yes	2.60	1.08	2.32 – 2.88
No	2.31	1.29	2.04 – 2.58
Contacting family:			
Yes	2.83	1.0	2.50 – 3.17
No	2.31	1.26	2.07 – 2.55
Contacting acquaintances:			
Yes	2.50	1.03	2.23 – 2.77
No	2.38	1.33	2.10 – 2.66
Employment agencies:			
Yes	2.77	1.24	2.13 – 3.40
No	2.37	1.21	2.16 – 2.58
Recruitment agencies:			

Yes	3.03	1.17	2.46 – 3.59
No	2.34	1.20	2.13 – 2.54
Contacting employers:			
Yes	3.19	.65	2.95 -3.43
No	2.19	1.23	1.96 – 2.42
Visiting employers:			
Yes	3.04	1.07	2.74 – 3.34
No	2.10	1.17	1.86 – 2.33
Sending applications			
Yes	3.57	.84	3.25 – 3.88
No	2.14	1.13	1.93 – 2.34
Sending open applications:			
Yes	3.67	.76	3.35 – 3.99
No	2.19	1.14	1.99 – 2.39

Table 5. *Correlations between all job search methods & scores on objective one awareness*

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Methods:																				
1.Newspapers	-																			
2.Magazines	.61**	-																		
3.Jobsites	.40**	.37**	-																	
4.Socialmedia	.35**	.40**	.72**	-																
5.Friends	.02	.01	-.10	.03	-															
6.Family	.06	.04	-.08	-.05		-														
7.Acquaintances	-.15	-.12	-.21*	-.22**	.61**	.41**	-													
8.Employment Agencies	-.04	-.08	-.11	-.19*	.06	.20*	.23**	-												
9.Recruitment Agencies	-.06	-.14	-.15	-.20*	.10	.16	.27**	.77**	-											
10.Contacting Employers	-.09	-.24*	-.20*	-.27**	.22**	.21**	.29**	.23**	.35**	-										
11.Visiting Employers	-.10	-.22*	-.39*	-.48**	.19*	.18*	.27**	.31**	.35**	.58	-									
12.Visiting companywebsites	.24**	.19*	.66*	.60**	-.05	-.11	-.21*	-.08	-.05	-.03	-.19*	-								
13.Sending Application	.01	.04	.03	.020	.18*	.07	.07	.20*	.36**	.17*	.26**	.10	-							
14. Open application	-.11	-.14	-.25**	-.26**	-.09	-.04	-.06	.19*	.27**	.34**	.48**	.03	.60**	-						
Outcomes:																				
15.Awareness	.06	.18*	.53**	.52**	-.13	-.07	-.18*	-.21*	-.28**	-.41**	-.56**	.46**	-.22**	-	-					
16.Networking	-.11	-.02	-.37**	-.25**	.32**	.23**	.47**	.24**	.24**	.27**	.37**	-	.17*	.05	-.37**	-				
17.Leverage	-.14	-.08	-.33**	-.21*	.12	.19*	.05	.10	.19*	.34**	.37**	-.20*	.47**	.45**	-.41**	.50**	-			
Moderators:																				
18.Value	-.03	.14	-.22*	-.18*	.03	.08	.05	.02	.10	.25**	.18*	-.14	.26**	.33**	-.34**	.35**	.60**	-		
19.Unique	-.07	.17*	-.26*	-.25**	.06	.05	.10	.07	.13	.33**	.34**	-.10	.26**	.42**	-.42**	.31**	.54**	.81**	-	
20.Seniority	-.04	.01	-.22*	-.29**	-.09	.04	.03	.08	.12	.12	.23**	-.17*	.30**	.40**	-.27**	.17*	.50**	.69**	.70**	-

Note: * $p < .05$; ** $p < .01$

Table five presents the inter-correlations among all the study variables. The correlations between the job search methods and the outcome awareness ranged from a negative $-.52$ ($p < .01$) for the method visiting employers, to a positive $.53$ ($p < .01$) for the method looking at jobsites. Negative correlations indicate that when a job search method is not used the score on one of the outcome variables (i.e., awareness of job alternatives) is higher than when the job search method is used. Whereas positive correlations indicate that when a job search method is used the score on one of the outcome variables is higher than when it is not used. The correlations between the job search methods and the outcome development of a professional network ranged from a negative $-.40$ ($p < .01$) for the method visiting employers websites, to a positive $.47$ ($p < .01$) for the method contacting acquaintances. Finally, the correlations between the job search method and the outcome leverage ranged from a negative $-.33$ ($p < .01$) for the method looking at jobsites, to a positive $.47$ ($p < .01$) for the method sending applications. In addition the outcome leverage was as expected significantly positively related to valuableness of skills $.60$, uniqueness of skills $.54$, and job seniority $.50$. Indicating that there is positive relation between high scores on the variables value, unique, and job seniority and high scores on the outcome obtaining leverage against ones current employer. The presented correlations are in line with the study hypothesis.

4.2 Results on staying aware of job alternatives

To answer the first hypothesis: *The methods (a) Looking at job ads, and (b) online job search, will be most effective for the achievement of objective (1) awareness of job alternatives* simple linear regression analysis where performed. Regression analysis where performed for the methods that produced a higher score on awareness of job alternatives when they were used versus when they were not used (see table 2). Including; searching in newspapers, searching in professional magazines, searching on jobsites, searching on social media, and searching on employer's websites. Table six shows that from these job search methods searching at jobsites, social media, searching on websites of employers, and searching in professional magazines all positively statistically significantly predicted the level of awareness of job alternatives.

Before starting the analysis all job search methods were transformed into dummy variables as they were measured on a nominal scale with two categories (dichotomous scale: yes/no). The first regression analysis was performed for the method looking at jobsites. A significant equation was found $F(1, 147) = 55.94, p = >.001$, with an R^2 of $.28$. Participants predicted realization score on awareness is equal to $2.85 + 1.13$. The second regression analysis was performed for the method searching on social media, $F(1, 147) = 48.85, p = >.001$, with an R^2 of $.27$. Participants predicted realization score on awareness is equal to $2.84 + 1.09$. The third regression analyses was performed for searching on websites of employers for vacancies, this again appeared statistically significant $F(1,$

147) = 38.04, $p = >.001$, with an R^2 of .20. The regression equation is equal to $2.81 + 1.02$. The final regression analysis was performed for the method searching in professional magazines $F(1, 147) = 5.11$, $p = .025$, with an R^2 of .03. For this method participants predicted realization score on awareness is equal to $3.37 + .44$. It can be concluded that hypothesis one can be confirmed for the most part. The method category online job search including searching on jobsites, social media, and on websites of employers all significantly predicted the score on awareness of alternatives as expected. However from the method category looking at job ads only professional magazines predicted the score on awareness of alternatives significantly, the method searching in newspapers did not appear significant.

Table 6. Summary of simple linear regression analyses for scores on awareness of job alternatives

Variable	<i>Y</i>	<i>Sig.</i>
Searching in professional magazines	.44	.025
Searching in newspapers	.14	.485
Searching on jobsites	1.13	.001
Searching on social media	1.09	.001
Searching on websites of employers	1.02	.001

To answer the second hypotheses: *The effectiveness of the methods (a) looking at job ads, (b) online job search and (c) networking for achieving objective (1) awareness of job alternatives is affected by the level of job seniority.* Multiple linear regression analysis were performed to test whether the level of seniority had a moderating effect on one of the methods. Interaction variables were created for job seniority and every individual job search method.

Table 7. Multiple regression analysis for the method contacting friends and job seniority

	Model	<i>Y</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
1	(Intercept)	5.21		11.16	>.0001
	Contacting friends	-.34	-.16	-1.97	.051
	Average Seniority	-.46	-.28	-3.55	>.0001
2	(Intercept)	5.76		10.02	>.0001
	Contacting friends	-1.83	-.84	-1.96	.052
	Average Seniority	-1.04	-.64	-2.72	.007
	Friends_Seniority	.43	.76	1.62	.107

The first multiple regression analysis was performed for the independent variables contacting friends and job seniority, and the dependent variable realization of the objective awareness of alternatives, both models appeared statically significant model 1, $F(2, 145) = 7.65, p = >.0001$, model 2, $F(3, 144) = 6.04, p = >.0001$. Model 2 with the interaction between the method contacting friends and seniority level did not account for significantly more variance, R^2 change = .01, $p = .11$. It can therefore be concluded that the level of job seniority does not moderate the relationship between the method contacting friends and the realization score of the objective awareness of alternatives. This finding rejects the hypothesis, as it was expected that the level of job seniority would positively affect the effectiveness of the method contacting friends. Another interesting fact that can be derived from this table is that job seniority in general has a negative on realization of awareness of alternatives, implying that when the level of seniority increases the realization of awareness of alternatives decreases.

Table 8. Multiple regression analysis for the method contacting family and job seniority

	Model	B	Beta	T	Sig.
1	Intercept	5.02		10.94	>.0001
	Contacting family	-.20	-.08	-.98	.329
	Average senior	-.43	-.264	-3.31	>.0001
2	Intercept	5.76		11.68	>.0001
	Contacting family	-3.94	-1.57	-3.55	>.0001
	Average senior	-.64	-.40	-4.60	>.0001
	Cf_senior	1.06	1.53	-3.42	>.0001

For contacting family both models appeared statically significant model 1, $F(2, 145) = 7.97, p = .001$ model 2, $F(3, 144) = 8.27, p = >.001$. Model 2 with the interaction between the method contacting family and seniority level did however account for significantly more variance than the first model, R^2 change = .08, $p = >.0001$. It can be concluded that the level of job seniority does moderate the relationship between the method contacting family and the realization score of the objective awareness of alternatives. It appeared that the method contacting family could better not be used to obtain awareness of alternatives. As can be seen in table two the realization score on awareness is higher when the method contacting family is not used than when it is used. The interaction effect of job seniority however changes this negative relationship. For job seekers that are highly senior the realization score of the awareness of alternatives is higher when the method is used versus when it is not, the opposite counts for junior job seekers, this findings confirms the hypothesis.

Table 9. *Multiple regression analysis for the method contacting acquaintances and job seniority*

	Model	B	Beta	T	Sig
1	Intercept	5.11		11.20	>.0001
	Contacting acquan	-.36	-.17	-2.11	.036
	Average seniority	-.42	-.2	-3.32	.001
2	Intercept	6.02		11.42	>.0001
	Contacting acquan	-3.35	-1.54	-3.52	.001
	Average seniority	-.69	-.43	-4.62	>.0001
	Acquan_seniority	.85	1.41	3.18	.002

For contacting acquaintances again both models appeared statistically significant, model 1, $F(2, 145) = 6.9$, $p = .003$ model 2, $F(3, 144) = 9.03$, $p = >.0001$. Model 2 with the interaction between the method contacting family and seniority level did however accounted for significantly more variance than the first model, R^2 change = .06, $p = .002$. It can be concluded that the level of job seniority does moderate the relationship between the use of the method contacting acquaintances and the realization score of the objective awareness of alternatives. It appeared that the method contacting acquaintances could better not be used to obtain awareness of alternatives. Just as for the method contacting family the realization score on awareness appeared higher when the method contacting acquaintances was not used than when it was used (see table 2). The interaction effect of job seniority however changes this negative relationship. For job seekers that are highly senior the realization score of the awareness of alternatives is higher when the method is used versus when it is not, the opposite counts for junior job seekers, this findings confirms the hypothesis that seniority would have a positive influence on the effectiveness of the method contacting acquaintances.

To test the second part of the hypothesize; when job seniority increases the value of the methods looking at job ads and online job search for achieving objective one awareness of job alternatives decreases again regression analysis were performed for the methods looking at job ads (including: newspapers, professional magazines) and online job search (including: jobsites, social media, company websites).

Table 10. *Multiple regression analysis for the method searching in newspapers and job seniority*

	Model	B	Beta	T	Sig.
1	Intercept	4.95		10.68	>.0001
	Newspapers	.13	.05	.64	.525
	Average senior	-.43	-.27	-3.31	>.0001
2	Intercept	5.61		10.42	>.0001
	Newspapers	-2.12	-.84	-2.14	.034
	Average senior	-.62	-.38	-4.08	>.0001
	Paper_senior	.65	.91	2.32	.022

For the first method searching in newspapers magazines model 1 appeared significant, $F(2, 145) = 5.79$, $p = .004$, model 2 was however even more significant, $F(3, 144) = 5.76$, $p = .001$. In addition the second model did accounted for significantly more variance than the first model, R^2 change = .03, $p = .022$. It can be concluded that the level of job seniority does moderate the relationship between the use of the method searching in newspapers and the realization score of the objective awareness of alternatives. Results were however not as expected, when the level of job seniority increases the effectiveness of the method searching in newspapers for achieving the objective awareness of alternatives increases. So although in general the use of method searching in newspapers has a negative effect on the awareness of alternatives, when it is used as a method by senior job seekers to get aware it still has positive effect. These results do not confirms the hypothesis, as it was expected that job seniority would have a negative influence on the effectiveness of the method searching in newspapers instead of a positive influence.

Table 11. *Multiple regression analysis for the method searching in magazines and job seniority*

	Model	B	Beta	T	Sig.
1	Intercept	4.89		10.78	>.0001
	Profmagazines	.43	.18	2.27	.025
	Average senior	-.44	-.27	-3.43	.001
2	Intercept	5.59		10.34	>.0001
	Profmagazines	-1.72	-.71	-1.81	.073
	Average senior	-.64	-.39	-4.17	>.0001
	Pm_senior	.62	.92	2.31	.023

For the method searching in professional magazines the first model appeared significant, $F(2, 145) = 8.35$, $p = >.001$, model 2 also appeared significant, $F(3, 144) = 7.51$, $p = >.001$. The second model with the interaction effect again accounted for significantly more variance than the first model, R^2 change = .03, $p = .023$. Again the opposite interaction effect was found, it can be concluded that the hypothesis cannot be confirmed, the level of job seniority does moderate the relationship between the use of the method searching in professional magazines and the realization score, however in a positive way instead of negative way that was expected.

Table 12. Multiple regression analysis for the method searching on jobsites and job seniority

	Model	B	Beta	T	Sig.
1	Intercept	3.79		8.65	>.0001
	Jobsites	1.05	.49	6.81	>.0001
	Average senior	-.26	-.16	-2.20	.029
2	Intercept	3.37		4.85	>.0001
	Jobsites	1.70	.79	1.99	.049
	Average senior	-.14	-.09	-.75	.456
	Js_senior	-.19	-.30	-.78	.437

For the method searching on jobsites the first model appeared significant, $F(2, 145) = 30.54$, $p = >.001$ model 2 also appeared significant, $F(3, 144) = 20.51$, $p = >.001$. The second model with the interaction effect did however not account for significantly more variance than the first model, R^2 change = .60, $p = .437$. Because there is no significant R^2 change between the models it can be concluded that the level of job seniority does not moderate the relationship between the use of the method searching on jobsites and the realization score of the objective awareness of alternatives. This finding rejects the hypothesis, as it was expected that the level of job seniority would have a negative moderation effect.

Table 13. Multiple regression analysis for the method searching on social media and job seniority

	Model	B	Beta	T	Sig.
1	Intercept	3.77		8.34	>.0001
	Social media	1.0	-.46	6.27	>.0001
	Average senior	-.25	-.16	-2.12	.036
2	Intercept	3.02		4.61	>.0001
	Social media	2.30	1.06	2.71	.008
	Average senior	-.05	-.03	-.280	.780
	Sm_senior	-.37	-.59	-1.56	.120

For the method searching on social media the first model appeared significant, $F(2, 145) = 26.75, p = >.0001$, model 2 also appeared significant, $F(3, 144) = 18.82, p = >.0001$. The second model with the interaction effect did not account for significantly more variance than the first model, R^2 change = .01, $p = .121$. Because there is no significant R^2 change between the models it can be concluded that the level of job seniority does not moderate the relationship between the use of the method searching on social media and the realization score of the objective awareness of alternatives. This finding again rejects the hypothesis, as it was expected that the level of job seniority would have a negative moderation effect.

Table 14. Multiple regression analysis for the method searching on firmswebsites and job seniority

	Model	B	Beta	T	Sig.
1	Intercept	3.99		8.88	>.0001
	Firm website	.95	.42	5.73	>.0001
	Average senior	-.33	-.20	-2.75	.007
2	Intercept	2.01		2.32	.022
	Firm website	3.53	1.56	3.59	>.0001
	Average senior	.22	.14	.94	.350
	Fw_senior	-.72	-1.16	-2.66	.009

For the final method searching on websites of employers the first model appeared significant, $F(2, 145) = 23.27, p = >.0001$, model 2 also appeared significant, $F(3, 144) = 18.52, p = >.0001$. The second model with the interaction effect however did account for significant more variance than the first model, R^2 change = .04, $p = .009$. Because there is a significant R^2 change between the models it can be concluded that the level of job seniority does moderate the relationship between the use of the method searching on websites of employers and the realization score of the objective awareness of alternatives, in such a way that when job seniority level increases the effectiveness of the method

searching at websites of employers for achieving the objective awareness of alternatives decreases. The method is however still effective for both groups, senior and non-senior job seekers, however for senior job seekers the strong positive effect decreases. This moderation effect found is as expected and therefore confirms the hypothesis.

4.3 Results on developing a professional network

To answer the first hypothesis on networking: *The methods (a) networking, (b) contacting employers and (c) contacting employment agencies will be the most effective for the achievement of objective (2) developing a professional network* simple linear regression analysis were performed. Regression analysis were performed for the methods that produced a higher score on the development of a network when they were used versus when they were not used (see table 3). The following job search methods statistically significantly predicted the score on the development of a professional network; contacting friends, contacting family, contacting acquaintances, contacting employment agencies, contacting recruitment agencies, contacting employers, visiting employers, and sending applications letters.

The first regression analysis was performed for the method contacting friends. A significant equation was found $F(1, 147) = 17.07, p = >.001$, with an R^2 of .10. Participants predicted realization score on development of a professional network is equal to $2.76 + .63$. The second analysis was performed for the method contacting family. A significant equation was found $F(1, 147) = 8.19, p = .004$, with an R^2 of .05. Participants predicted realization score on development of a professional network is equal to $2.89 + .52$. The third simple regression analysis was performed for the method contacting acquaintances. A significant equation was found $F(1, 147) = 40.79, p = >.001$, with an R^2 of .21. Participants predicted realization score on development of a professional network is equal to $2.65 + .91$. For the method contacting employment agencies the regression analysis appeared also significant $F(1, 146) = 8.95, p = .004, R^2$ of .05. Participants predicted realization score on development of a professional network is equal to $2.93 + .72$. For the method contacting recruitment agencies the regression analysis appeared also significant $F(1, 147) = 9.14, p = .003, R^2$ of .06. Participants predicted realization score on development of a professional network is equal to $2.92 + .69$. The sixth significant regression analyses was for the method contacting employers, $F(1, 147) = 11.20, p = .001, R^2$ of .07. Participants predicted realization score on development of a professional network is equal to $2.88 + .63$. The final set of significant regression analysis were found for the method visiting employers $F(1, 147) = 23.48, p = >.001, R^2$ of .14. With the regression equation $2.75 + .74$. Finally for the method sending application letters $F(1, 147) = 4.39, p = .001, R^2$ of .04. With the regression equation $2.93 + .41$.

It can be concluded that the hypothesis can be confirmed, the three methods networking, contacting employers and contacting employment agencies in this order positively predicted the score on development of a professional network the best as expected. The method networking (including: contacting friends, family, and acquaintances) predicted the score the best. The sub hypotheses on the development of a professional network: *The effectiveness of the method networking for achieving objective (2) developing a professional network is affected by the part of one's current network is used to develop new professional connections* can also be confirmed, the regression analysis for the methods contacting friends, family or acquaintances indicated that there was a clear difference in prediction scores, the highest score was obtained for contacting acquaintances.

Table 15. Summary of simple linear regression analyses for scores on development of a professional network

Variable	<i>B</i>	<i>Sig.</i>
Contacting friends	.63	.001
Contacting family	.52	.004
Contacting acquaintances	.91	.001
Contacting employment agencies	.72	.004
Contacting recruitment agencies	.69	.003
Contacting employers	.63	.001
Visiting employers	.74	.001
Sending application letters	.41	.04
Sending open application letters	.12	.571

4.4 Results on obtaining leverage against a current employer

To answer the first hypothesis on obtaining leverage: *The following methods (a) contacting employers, and (b) submitting applications will be the most effective for the achievement of objective (3) obtaining leverage against one's current employer* simple linear regression analysis where performed. Regression analysis where performed for the methods that produced a higher score on the obtainment of leverage when they were used versus when they were not used (see table 4). It appeared that the use of the methods contacting recruitment agencies, contacting employers, visiting employers, sending applications letters, and sending open application letters all positively statistically significantly predicted the score on development of a professional network.

The first regression analysis was performed for the method recruitment agencies. A significant equation was found $F(1, 147) = 5.45, p = .021$, with an R^2 of .05. Participants predicted realization score on the objective of obtaining leverage is equal to $2.34 + .69$. The second analysis was performed for the method contacting employers. A significant equation was found $F(1, 147) = 17.27, p = >.001$, with an R^2 of .12. The regression equation is equal to $2.23 + .97$. The third simple regression analysis was performed for the method visiting employers. A significant regression was found $F(1, 147) = 23.26, p = >.001$, with an R^2 of .14. The regression equation is equal to $2.10 + .94$. The regression analysis for the method sending application letters was $F(1, 147) = 42.17, p = >.001, R^2$ of .22. The regression equation was equal to $2.14 + 1.43$. The final significant regression analysis was found for the method sending open application letters, $F(1, 147) = 36.94, p = .001, R^2$ of .20. The regression equation is equal to $2.19 + 1.48$. It can be concluded that the hypothesis can be confirmed, although contacting recruitment agencies also positively predicted the score on obtaining leverage, it predicted a much lesser part of the variance than contacting employers (including: contacting and visiting employers) and sending application letters (including sending directed and open application letters). Sending application letters predicted the biggest part of the variance on average 21.1 %, versus contacting employers with an average of 12.7%.

Table 16. Summary of simple regression analysis for scores on obtaining leverage

Variable	Y	Sig.
Contacting recruitment agencies	.69	.021
Contacting employment agencies	.39	.215
Contacting employers	.97	>.0001
Visiting employers	.94	>.0001
Sending application letters	1.43	>.0001
Sending open application letters	1.48	>.0001
Contacting friends	.29	.155
Contacting family	.31	.140
Contacting acquaintances	.12	.551

Finally to test the last hypothesis: *The effectiveness of the methods (a) contacting employers and (b) submitting applications for achieving objective (3) obtaining leverage against ones current employer is affected by the degree to which the skills of an employee are viewed as valuable & unique*, multiple linear regression analysis were performed to test whether the level value & uniqueness of skills has a moderating effect on one of the methods,

interaction variables were created for value & uniqueness and every individual method. Because the variables value and uniqueness of skills correlated so strongly it can be concluded that they predict the same part of variance. Therefore the variables were taken together and averaged as one score. In addition the variable value & uniqueness also correlated significantly with the methods contacting employers and sending application letters (see table 5.), to avoid the problems of collinearity all variables were transformed into centred variables before the regression analyses were performed.

Table 17. *Multiple regression analysis for the method contacting employers & value & uniqueness*

	Model	<i>B</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
1	Intercept	-.01		-.08	.935
	C_Contacting employers	.49	.16	2.39	.018
	C_Value&unique	1.12	.55	8.01	>.0001
2	Intercept	.02		.19	.853
	C_Contacting employers	.58	.20	2.37	.019
	C_Valueu&unique	1.09	.53	7.37	>.0001
	C_Ce_value&unique	-.32	-.06	-.69	.492

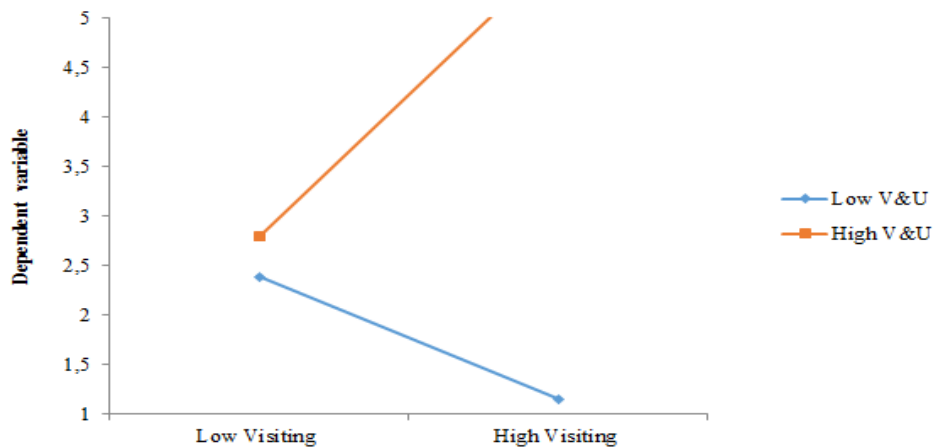
The first multiple regression analysis was performed for the independent variables contacting employers and value & uniqueness, and the dependent variable realization of the objective obtaining leverage against a current employer, the first model appeared statically significant model 1, $F(2, 145) = 44.61, p = >.0001$, model 2, $F(3, 144) = 29.79, p = >.0001$. Model 2 with the interaction between the method contacting friends and seniority level did however not accounted for significantly more variance, R^2 change = .002, $p = .49$. It can therefore be concluded that the level value & uniqueness of skills does not moderate the relationship between the method contacting employers and the realization score of the objective obtaining leverage, this finding does therefore not confirm the hypothesis.

Table 18. *Multiple regression analysis for visiting employers and value & uniqueness*

	Model	<i>B</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
1	Intercept	-1.56		-1.08	.914
	C_Visiting employers	.57	.22	3.33	.001
	C_Value&unique	1.10	.54	7.98	>.0001
2	Intercept	-.09		-1.12	.265
	C_Visiting employers	.41	.163	2.4	.018
	C_Value&unique	1.23	.60	8.8	>.0001
	C_Ve_value&unique	1.03	.212	3.17	.002

The next multiple regression analysis was performed for the method visiting employers, the first model appeared statically significant model 1, $F(2, 145) = 48.81, p = >.0001$, model 2, $F(3, 144) = 37.92, p = >.0001$. Model 2 with the interaction between the method visiting employers and value & uniqueness level did accounted for significantly more variance, $R^2 \text{ change} = .04, p = .002$. It can therefore be concluded that the level value & uniqueness of skills does positively moderates the relationship between the method visiting employers and the realization score of the objective obtaining leverage. This finding confirms the hypothesis that the effectiveness of the method visiting employers for achieving objective three obtaining leverage against ones current employer is affected by the degree to which the skills of an employee are viewed as valuable & unique.

Figure 1. *Interaction plot for visiting employers and value & uniqueness on leverage*



It appeared that when the level of value & uniqueness was high the effectiveness of the method visiting employer for achieving leverage against a current employer strongly increased. When value & uniqueness was low the effectiveness of the method visiting employers for achieving leverage decreased, the use of the method produced a lower realization score on leverage than when the method was not used. So using the method had a negative effect for job seekers that do not have valuable and unique skills (see figure 1).

Table 19. Multiple regression analysis for sending applications and value & uniqueness

	Model	<i>B</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
1	Intercept	-1.37		-3.07	.003
	Sending applications	1.01	.33	5.18	>.0001
	Value & unique	1.04	.51	8.00	>.0001
2	Intercept	-1.54		-3.21	.002
	Sending applications	2.37	.78	1.68	.095
	Value & unique	1.09	.53	7.79	>.0001
	Sa_value&unique	-.37	-.46	-.97	.332

The third multiple regression analysis was performed for the method sending directed application letters, the first model appeared statically significant model 1, $F(2, 145) = 61.06$, $p = >.0001$, model 2, $F(3, 144) = 41.01$, $p = >.0001$. Model 2 with the interaction between the method sending application letters and value & uniqueness level did not account for significantly more variance, R^2 change = .004, $p = .332$. It can therefore be concluded that the level value & uniqueness of skills does not moderate the relationship between the method sending application letters and the realization score of the objective obtaining leverage. This finding does not confirm the hypothesis.

Table 20. Multiple regression analysis for sending open applications and value & uniqueness

	Model	<i>B</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
1	Intercept	-1.22		-2.53	.013
	Open applications	.83	.25	3.64	>.0001
	Value & unique	1.02	.50	7.14	>.0001
2	Intercept	-1.23		-2.46	.020
	Open applications	1.02	.31	.42	.680
	Value & unique	1.02	.50	6.93	>.0001
	Oa_value & unique	-.05	-.06	-.08	.938

The final multiple regression analysis was performed for the method sending open application letters, the first model appeared statically significant model 1, $F(2, 145) = 50.45$, $p = >.0001$, model 2, $F(3, 144) = 33.40$, $p = >.0001$. Model 2 with the interaction between the method sending open application letters and value & uniqueness level did however not account for significantly more variance, R^2 change = .006, $p = .938$. It can be concluded that the level value & uniqueness of skills does not moderate the relationship between the method sending open application letters and the

realization score of the objective obtaining leverage. This finding again does not confirm the hypothesis.

5. Discussion

The primary goal of this study was to examine whether and to which extent the selected job search methods explain the variability in the job search objectives realization, in addition it was examined whether and to which extent these job search methods were moderated by selected boundary conditions. Existing studies (Hoye and Saks, 2008) had pointed out that different job search objectives elicit different job search methods. However, it remained unclear whether these methods actually led to the accomplishment of the objectives. Therefore, in this study it was examined to which extent six job search method categories including; looking at jobs ads, online job search, networking, contacting employment agencies, contacting employers, and submitting applications affected the degree to which three job search objectives, including awareness of job alternatives, development of a professional network, or obtaining leverage against a current employer were met. In addition, it was examined to which extent the expected moderating variables; value & uniqueness of skills and job seniority influenced the effectiveness of the job search methods in achieving the job search objectives. The results have several implications for both research and practice. Implications for both theory and practice.

5.1. Implications for theory

Perhaps the most significant finding is that most of the methods within the job search method categories that appeared to be activated for the achievement of the specific job search objectives as indicated by Hoye and Saks (2008) also appeared to be the most effective methods to accomplish the objectives. The results of this study therefore confirms the principle of expectancy theory, that states that individuals will decide to behave in a certain way because they are motivated to select a specific behavior over other behaviours due to what they expect the result of that selected behavior will be (Wanous, Keon, & Latack, 1983; Ajzen & Madden, 1986; Van Eerde & Thierry, 1996). Following this theory chosen behaviours or actions are positively related to the desired outcome, because experience and with that learning is involved.

However, the methods within the method categories were not always consistent in their score. Although always one of the methods from the preferred method categories by job seekers in the study of Hoye and Saks (2008) also appeared the most effective, not all of the methods within those specific method categories appeared equally effective. This point concerns the method categories looking at job ads, networking, and contacting employment agencies. The first method looking at job ads including looking in newspapers and professional magazines appeared not consistent in its effect, it

appeared that for the objective of awareness of alternatives the method looking in professional magazines appeared to be significant in its prediction score, the method looking in newspapers did not appear significant at all. Concerning networking including contacting friends, family and acquaintances a large difference in effectiveness was found, although all of the methods produced a high realization score on awareness contacting acquaintances appeared significantly more effective than contacting friends or family. For the method category contacting employment agencies, a large difference was found in the effectiveness for the objective of obtaining leverage, it appeared that the method contacting recruitment agencies did significantly predict the realization score on the objective of obtaining leverage but the method contacting employment agencies did not predict the score significantly. It can be concluded that the method categories that were designed to indicate job seekers preferred methods categories for the obtainment of different job search objectives are not always consistent when it comes to their effectiveness. Future research is therefore recommended to let go of these method categories and design new categories or look at the job search methods individually when it comes to effectiveness and outcomes of the methods.

Although most of the basic hypothesizes on the job search methods and their effectiveness for achieving the job search objectives were confirmed this was not the case for two of the hypotheses concerning the moderating variables. Starting with the first moderating hypothesize: ***The effectiveness of the methods (a) looking at job ads, (b) online job search and (c) networking for achieving objective (1) awareness of job alternatives is affected by the level of job seniority.*** This expectations was for most of the methods rejected, and for some methods the opposite of what was expected.

Job seniority appeared to have a positive effect on the methods looking at job ads in newspapers and professional magazines, such that when the level of job seniority increases the value of these methods for achieving awareness of job alternatives increases. This is the opposite of what was expected, the expectation that job seniority would have a negative effect was based on the study of Hansen (2013) that indicated that a smaller percentage of vacancies can be found through job ads when positions one search for become more senior. A possible explanation for the positive effect found might be the relation found between senior jobs and age. It appeared that higher levels of job seniority were positively related with higher age. As it is known that the average age of a reader of newspapers or a professional magazines is quite high as these are old mediums versus online which can be seen as new media (Stollak et al., 2014). It seems likely that companies that want to publish their vacancies will use the old media more frequently for the more senior positions as older individuals are the biggest target group of these mediums and online media for the more junior midcareer jobs. When this is correct more senior job positions than non-senior job positions will be published in newspapers and professional magazines, so when senior job seekers use these methods they will get better aware of alternatives than non-senior job seekers.

For the method online job search including searching on job sites, searching on social media, and searching on websites of employers the hypothesis could only be confirmed for searching at websites of employers. Here job seniority had as expected a significant negative effect on the effectiveness of the method for achieving awareness of alternatives. For searching at jobsites and searching on social media the interaction effect appeared also negative however not significant. A possible explanation for this finding might be that although there are less senior vacancies out there online and therefore harder to find, senior job seekers might have put more effort and time in finding them. In this study time and effort was not taken into account, however this could still serve as an explanation for the found effect. When time and effort would be taken into account one could speak of a value score (effectiveness / efficiency ratio) of the methods instead of an effectiveness score as was used in the current study. It could be that senior job seekers put a lot of effort into the search, which would result into a lower total value score than non-senior job seekers that have put less effort and time into the search and got equally aware of alternatives. Than the hypothesis could still be confirmed.

The second moderating hypothesize: ***The effectiveness of the method networking for achieving objective (2) developing a professional network is affected by the part of one's current network is used to develop new professional connections*** was confirmed, the method contacting acquaintances appeared to explain most of the variance in the realization score of getting aware. This finding confirms structural hole theory that stretches that to obtain a strong and useful professional network one has to develop a network with a lot of non-redundant connections who have a lot of weak ties of structural holes. To develop new non-redundant connections through ones current network one could best use their acquaintances instead of their friends and family. Friends and family or seen as strong connections from the same social group, following structural hole theory connections that are developed through strong connections are not expected to provide a lot of information benefits as the information shared and further contacts are likely to be overlapping or similar to that of contacts one already has (Friedkin, 1982). Acquaintances on the other hand are often less similar in terms of interests, background etc. and therefore more likely to be have connections with different social groups than you or your strong ties.

The final moderating hypothesize: ***The effectiveness of the methods (a) contacting employers and (b) submitting applications for achieving objective (3) obtaining leverage against ones current employer is affected by the degree to which the skills of an employee are viewed as valuable & unique*** was solely confirmed for the method visiting employers. It appeared that when the level of value & uniqueness was high the effectiveness of the method visiting employer for achieving leverage against a current employer strongly increased. When value & uniqueness was low the effectiveness of the method visiting employers for achieving leverage decreased, the use of the method produced a

lower realization score on leverage than when the method was not used. This second part of this finding was however not expected, as possible explanation for this negative effect for job seekers that possess low valuable and unique skills might be that when they visit a possible employer, that afterwards is not willing to employee the job seekers or to provide a better offer to them, the job seeker as well as the current employer might realize that the job seeker is not worth more in current market than he or she is getting at the moment. So this method is not useful at all to obtain leverage as it seems to serve as a confirmation that the job seeker indeed is not worth more because of their low valuable and unique skills.

However, the interaction effect had no significant effect on the methods contacting employers, sending directed application letters and sending open application letters, which again stresses that the method categories as designed by Hoyer and Saks (2008) are not useful when it comes to effectiveness scores. Concerning contacting employers a possible explanation might be that job seekers just inform what the terms of employment would be at that specific company. Job seekers can let their current employer know that they are looking around, this alone might scare the employer, whether one possess high value & unique skills does not matter in this case as the current employer might not know their value in market, their value is tested when a job seekers actually visits an employer and obtains a job offer or not. The same principle counts for sending application letters, open or directed, when a job seekers lets their current employer know that he or she found vacancies at other companies and is applying to them the employer again might get scared that they lose the employee and have to replace them. For high value and unique skilled employees the employer might fear that the company cannot produce the same value to its customers, in this case of low value & unique skills the employer might still be scared as it costs the employer money to find a new worker and time to replace.

5.2 Implications for Practice

The results of this study provides guidance to job seekers concerning what job search methods they should be engaging in for what purpose and under what conditions. Job seekers time is limited, therefore it is very useful to know what type of method is most effective for what purpose and under which conditions. This would provide job seekers with a better focus and make the job search more efficient and effective, so they will get aware of the wright alternative job offers quicker, develop useful professional connections more easily or obtain more leverage. The results of this study may not only be of guidance to individual job seeker but might also be of guidance for employment centres, or workforce centres how want to provide advice to their job seekers in what steps to take. In addition the results of this study may also be of guidance to recruiters and employers concerning which channels to enhance awareness of their vacancies.

Advice for job seekers and employment centres Job seekers that pursue the objective of staying aware of alternatives are advised to use the following methods. Job seekers that are trying to stay aware of more senior positions are advised to use the methods, searching on jobsites and social media, searching in professional magazines, searching in newspapers and contacting acquaintances and family. The more junior job seekers will benefit most from using the methods searching on jobsites, searching on social media, and searching on websites of employers. Job seekers that pursue the objective of developing a professional network are advised to use the following methods: contacting acquaintances, contacting friends, contacting family, followed by contacting employers and visiting employers, followed by contacting employment agencies and recruitment agencies. Job seekers that pursue the final objective of obtaining leverage are advised to use the following methods: contacting employers, visiting employers, sending directed application letters and sending open applications letters. However, the method visiting employers will be solely effective when a job seekers possess a high valuable and unique set of skills, job seekers that do not possess such a set of skills are strongly advised to not use the method visiting employers as this method will have a negative effective on their level of leverage.

Advice for recruiters and employers, although the main goal of this study was to provide guidance to job seekers and employment centres that are trying to help job seekers, results of this study may also be helpful to recruiters and employers. It became clear through which channels different type of job seekers can get aware of alternatives in the most effective way, recruiters and employers could use this knowledge to adjust their recruitment channels and methods. They are advised to use different channels for senior and non-senior job positions so they can reach the biggest and most suited audience of job seekers.

5.3 Limitations and Implications for Future Research

As with all research, the contributions of this research have to be seen in the light of its limitations. First, the research was conducted among Dutch job seekers therefore the findings may not be generalizable to other countries. However, the job search methods and job search objectives that form the foundation of the current study are not expected to be culturally bounded as they were also used by Hoye and Saks (2008) who used a sample of Belgium and Romanian participants. Findings of the current study are consistent with the expectations based on the results of the study of Hoye and Saks (2008).

A second limitation is that the current study was examined just ones, measuring which job search methods were used over the past six months and to which degree the different objectives where realized (i.e. I am better aware of job alternatives of my interest field than six months ago (answer options; 5 point Likert-scale). Therefore it cannot be known to which extent job seekers already

achieved their job search objectives six months ago. For example a job seekers who pursues the objective of getting aware of job alternatives might already be at a three at five point Likert-scale of awareness of alternatives six months ago. When a job seeker than for example feels he or she scores a one on the item; I am better aware of job alternatives of my interest field than six months ago on a five point Likert-scale (agree/disagree) this low score can than not be solely regarded a result of the used job search methods, as the job seeker at forehand already scored a three and therefore already was pretty aware. Because of time limitations it was chosen to use a single measurement research design, for future research it is recommend to examine job search objective realization using a repeated measures design, so one can say with greater certainty that the level of job search objective realization is a result of the use of specific job search methods (Lorch, & Myers, 1990).

A third important limitation concerns the measurement of the job search methods. The job search methods were measured on a dichotomous scale yes/no to indicate whether they were used are not. Because of this the methods could not be analysed as categories in the performed regression analysis, they had to be analysed individually because dichotomous items may not be averaged into one score. For example the category online job search, including the methods: searching on job sites, social media and websites of employers could not be averaged into one category score for the regression analysis. Because all methods were analysed individually with simple linear regression analysis instead of multiple regression analysis it seemed like they explained a larger part of the variance then they actually accounted for as the methods belonging to one category were supposed to measure more or less the same. Future studies on job search behavior are therefore recommended to measure the job search methods in a different way, for example on a 5 point Likert-scale, asking the degree to which they used certain methods.

The fourth limitation concerns the sample diversity, it appeared that a substantial part of the sample consisted of job seekers that had a management and economic study background and career path results may therefore not be generalizable to other job fields. Finally the current study solely examined higher educated employed individuals, it might be interesting for future studies to examine whether there are differences for both these group, (lower educated and unemployed individuals) in use preference of job search methods to obtain the different job search objectives, and whether there are differences in the effectiveness of the job search methods.

6. Conclusion

In this Master Thesis it was studied what the effect of 14 job search methods was on the realization score of three different job search objectives. In addition it was researched whether different moderating variables influenced the effectiveness of the methods in realizing the objectives. The need to fulfil this study was derived from the found gap in the scientific literature concerning the outcomes of different job search methods on other job search objectives than finding a new job. To fill this gap this research focused on answering the following research question: *To which extent do the selected job search methods affect the degree to which the selected job search objectives are met? And to which extent is the relationship between job search methods and job search objective realization moderated by selected boundary conditions?*

The extent to which the realization of the first selected job search objective, staying aware of alternatives was affected by the use of different job search methods turned out as follows: Based on the empirical research it became clear that the use of the method category online job search (including: searching on jobsites, social media, and on websites of employers) positively affected the realization score of the objective awareness of alternatives the best. Followed by the method category looking at jobs ads (including: looking at job ads in newspapers, and professional magazines). All the other methods produced considerably lower realization scores, in addition for these methods higher scores were obtained when they were not used versus when they were used for the realization of the objective. This implies that when these methods were not used other more effective methods were used and therefore the score on awareness is higher. However, it cannot be said that the use of these methods decreased the score on awareness, or negatively influenced the score on awareness, as it was not known at forehand at what awareness level participants already were before using one of the methods.

Concerning the moderating variables, it appeared that the level of job seniority influenced the effectiveness of the method contacting family, acquaintances, searching in newspapers, professional magazines and searching at websites of employers. The level of seniority had a positive effect on the methods contacting family, acquaintances, searching in newspapers and professional magazines, such that when the level of seniority increased the effectiveness of the methods for achieving awareness of alternatives also increased. For the method searching at websites of employers the opposite was true, the effectiveness of the method decreased when the level of seniority increased. So for the first objective it can be concluded that there exist one moderating variable that influences the relationship between the use of the job search methods and the realization of the objective.

The extent to which the realization of the second selected job search objective, development of a professional network was affected by the use of the different job search methods turned out as follows: Based on the empirical research it became clear that the use of the method category networking (including: contacting friends, family and acquaintances), positively affected the realization score of the objective development of a professional network the best, of these contacting acquaintances affected the realization by far the most. Followed by the method category contacting employers (including: contacting employers and visiting employers) followed by the category contacting employment agencies (including: contacting employment agencies and recruitment agencies), followed by sending directed application letters. All the other methods produced considerably lower realization scores, in addition for these methods higher scores were obtained when they were not used versus when they were used for the realization of the objective. This implies again that when these methods were not used other more effective methods were used and therefore the score on awareness is higher.

Than the realization of the final job search objective of obtaining leverage against a current employer was affected by the job search methods as follows: Based on the empirical research it became clear that the use of the method category sending application letters (including: sending open and directed application letters), positively affected the realization score of the objective obtainment of leverage against a current employer the best. Followed by the method category contacting employers (including: contacting employers and visiting employers) followed by the method recruitment agencies. All the other methods produced considerably lower realization scores, in addition for these methods higher scores were obtained when they were not used versus when they were used for the realization of the objective. This implies again that when these methods were not used other more effective methods were used and therefore the score on awareness is higher.

It appeared that the effectiveness of the sub method visiting employers was affected by the moderator value and uniqueness of skills that job seekers possess, such that when value & uniqueness of skills increased the effectiveness of the method visiting employers for achieving leverage strongly increased.

7. References

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8. Attachments I: Survey

Introductie

Graag nodig ik u uit om deel te nemen aan dit carrière onderzoek. Dit onderzoek heeft betrekking op uw carrière doelen (bijv. het uitbreiden van uw professionele netwerk) en de methoden die u gebruikt om deze doelen te behalen. Het doel van dit onderzoek is om te achterhalen welke methoden het beste resultaat leveren in het behalen van de verschillende carrière doelen. De enquête is anoniem het bevat zes onderdelen en zal slechts 15 minuten in beslag nemen.

Bij voorbaat dank,

Kirsten ter Horst Universiteit Twente

Deel 1: Gebruik van methoden

1. De afgelopen zes maanden heb ik voor informatie over vacatures & carrière gerelateerde kansen (bijv. het ontmoeten van waardevolle professionele connecties)...

	Ja	Nee
Gekeken in kranten	<input type="radio"/>	<input type="radio"/>
Gekeken in vakbladen	<input type="radio"/>	<input type="radio"/>
Gekeken op vacaturewebsites (bijv. Indeed, Monsterboard etc.)	<input type="radio"/>	<input type="radio"/>
Gekeken op social media sites (bijv. Facebook, Twitter, LinkedIn etc.)	<input type="radio"/>	<input type="radio"/>
Gekeken op websites van bedrijven	<input type="radio"/>	<input type="radio"/>
Contact opgenomen met vrienden	<input type="radio"/>	<input type="radio"/>
Contact opgenomen met familie	<input type="radio"/>	<input type="radio"/>
Contact opgenomen met kennissen	<input type="radio"/>	<input type="radio"/>

Contact opgenomen met uitzendbureaus	<input type="radio"/>	<input type="radio"/>
Contact opgenomen met recruitment bureaus	<input type="radio"/>	<input type="radio"/>
Contact opgenomen met potentiële werkgevers	<input type="radio"/>	<input type="radio"/>
Een bezoek gebracht aan potentiële werkgevers	<input type="radio"/>	<input type="radio"/>

2. De afgelopen zes maanden heb ik...

	Ja	Nee
Sollicitaties verstuurd naar aanleiding van vacatures	<input type="radio"/>	<input type="radio"/>
Open sollicitaties verstuurd	<input type="radio"/>	<input type="radio"/>

3. Let op geef alleen antwoord bij de stellingen over de methoden waarvan u heeft aangeven ze gebruikt te hebben! In hoeverre bent u het eens of oneens met de volgende stellingen?

	Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Het zoeken naar vacatures in kranten heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het zoeken naar vacatures in vakbladen/tijdschriften heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het zoeken naar vacatures op vacaturewebsites heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Het zoeken naar vacatures op websites van bedrijven heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het zoeken naar vacatures op social media websites heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het netwerken met vrienden met betrekking tot vacatures heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het netwerken met familie met betrekking tot vacatures heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het netwerken met kennissen met betrekking tot vacatures heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact opnemen met uitzendbureaus met betrekking tot vacatures heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact opnemen met recruitment/headhunter bureaus met betrekking tot vacatures heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact opnemen met bedrijven met betrekking tot vacatures heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het bezoeken van potentiële werkgevers heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sollicitaties versturen naar aanleiding van vacatures heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open sollicitaties versturen heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Let op geef alleen antwoord bij de stellingen over de methoden waarvan u heeft aangeven ze gebruikt te hebben! In hoeverre bent u het eens of oneens met de volgende stellingen?

	Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Het zoeken naar vacatures in kranten heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het zoeken naar vacatures in vakbladen/tijdschriften heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het zoeken naar vacatures op vacaturewebsites heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het zoeken naar vacatures op websites van bedrijven heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het zoeken naar vacatures op social media websites heeft me veel tijd gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het netwerken met vrienden met betrekking tot vacatures heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het netwerken met familie met betrekking tot vacatures heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het netwerken met kennissen met betrekking tot vacatures heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact opnemen met uitzendbureaus met betrekking tot vacatures heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact opnemen met recruitment/headhunter bureaus met betrekking tot vacatures heeft me veel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

moeite gekost					
Contact opnemen met bedrijven met betrekking tot vacatures heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het bezoeken van potentiële werkgevers heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sollicitaties versturen naar aanleiding van vacatures heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open sollicitaties versturen heeft me veel moeite gekost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. In hoeverre bent u het eens met de volgende stellingen?

	Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Ik ben beter op de hoogte van ontwikkelingen op de arbeidsmarkt dan een half jaar geleden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben beter op de hoogte van baan alternatieven in mijn interesseveld dan een half jaar geleden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb het afgelopen half jaar veel nieuwe professionele relaties opgedaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb het afgelopen half jaar veel interessante mensen & bedrijven leren kennen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb het afgelopen half jaar relaties ontwikkeld waarvan ik in mijn toekomstige carrière verwacht te kunnen profiteren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn onderhandelingspositie met betrekking tot compensatie (salaris) is beter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

dan een half jaar geleden

Mijn onderhandelingspositie
met betrekking tot
verantwoordelijkheden is
beter dan een half jaar geleden

☐ ☐ ☐ ☐ ☐

6. Let op vul deze vraag alleen in als u momenteel een baan heeft! In hoeverre bent u het eens of oneens met de volgende stellingen?

Ik heb vaardigheden die...

	Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Van belang zijn voor mijn organisatie bij het creëren van innovaties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn organisatie helpen om productie, service of leveringskosten te minimaliseren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maken het voor mijn organisatie mogelijk om uitstekende service te bieden aan onze klanten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bijdragen aan het ontwikkelen van kansen voor mijn organisatie met betrekking tot nieuwe markten/ producten /services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn organisatie in staat stellen om producten/services te	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

creëren die beschouwd worden als beste in onze markt					
Direct invloed hebben op de effectiviteit en productiviteit van mijn organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het mogelijk maken voor mijn bedrijf om in te spelen op nieuwe of veranderende eisen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct invloed hebben op de klanttevredenheid van mijn bedrijf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nodig zijn om een hoge kwaliteit van producten/services te behouden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Belangrijk zijn voor de optimalisatie van processen in mijn bedrijf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Let op vul deze vraag alleen in als u momenteel een baan heeft! In hoeverre bent u het eens of oneens met de volgende stellingen?

Ik heb vaardigheden die...

	Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
Niet in grote mate verkrijgbaar zijn op	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

de arbeidsmarkt					
Mijn bedrijf moeilijk kan vervangen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ontwikkelt zijn door werkervaring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moeilijk zijn weg te kopen door onze concurrenten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uniek zijn voor onze organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moeilijk te imiteren of dupliceren zijn voor onze concurrenten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aangepast zijn aan de specifieke behoeften van mijn organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die er voor zorgen dat mijn organisatie zich kan onderscheiden van de concurrentie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Deel 6: Demografische gegevens

1. Wat is uw geslacht?

- ☐ Man
- ☐ Vrouw

2. In welke categorie valt uw leeftijd?

- ☐ 18 – 22
- ☐ 23 – 27
- ☐ 28 – 32
- ☐ 32 – 36
- ☐ 36 – 40
- ☐ 40 – 44

3. In welke provincie woont u?

- ☐ Groningen
- ☐ Friesland
- ☐ Drenthe

- Overijssel
- Gelderland
- Flevoland
- Utrecht
- Zuid-Holland
- Noord-Holland
- Noord-Brabant
- Limburg
- Zeeland

4. Wat is het hoogste opleidingsniveau dat u heeft voltooid?

- Basisschool
- Middelbare school
- Middelbaar beroepsonderwijs (MBO)
- Propedeuse (HBO)
- Hoger beroeps onderwijs (HBO)
- Propedeuse (VWO)
- Universiteit (Bachelor)
- Universiteit (Master)

5. Wat was de studierichting van uw hoogst genoten opleiding?

- Bedrijf & management
- Economie
- Bestuur & overheid
- Communicatie
- Onderwijs
- Gedrag & mens
- Gezondheid
- ICT
- Techniek