

RECRUITING VIA SOCIAL NETWORKING SITES

The influence of scarcity and information specificity within recruitment via social networking sites on one's attractiveness toward the job advertisement and level of engagement

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ABSTRACT

Objective: Nowadays it is hard for recruitment organizations to differentiate themselves from others. One of the main reasons for this is the growth of the internet and especially social media. Individuals who are looking for a job, can find hundreds of potential job offers in a split second when searching on the internet. However, there are some factors such as scarcity and information specificity that can play an important role in the process of recruiting via social networking sites. Attractiveness and engagement turn out to be important psychological concepts within employer branding. Therefore, the aim of this study is to investigate whether the use of scarcity and information specificity in job advertisements offered via social networking sites positively affects potential job seekers' attractiveness toward the job advertisement and level of engagement, and if their familiarity with the company moderates this.

Method: The current research employed this combination in a 2 (no scarcity vs. scarcity) x 2 (general information vs. specified information) x 2 (unknown vs. well-known company) between subjects design. This resulted in eight different scenarios. An online questionnaire was completed by 170 respondents, particularly Master Communication students. During this online experiment, respondents were exposed to one of the eight job vacancies in which they had to indicate (based on a 5-point Likert scale) how attracted they felt toward the job advertisement and how engaged they were.

Findings: Findings showed that respondents were more attracted toward the text clarity, text conciseness, job and company, and they were more engaged if the job advertisements include specific information compared to general information. Respondents were also significantly more attracted and more engaged toward a well-known company compared to an unknown company. Results indicated that it is especially important for unknown companies to use information specificity which leads to more attractiveness toward the job and to a higher level of engagement.

Practical implications: Specific information in job advertisements leads to more attractiveness toward the job advertisement and engagement, although this is of more importance for unknown companies compared to well-known companies. Besides, recruiters have to leave the scarcity principle out, if they want to achieve potential job seekers' highest level of attractiveness and engagement.

Value: Many studies are done about scarcity in marketing settings, but not in recruitment settings. Furthermore, the combination of information specificity and scarcity has never been researched before and because of the growing (online) competition, the outcome of this research could be of great value for recruitment companies since these tactics might help them to differentiate themselves from their competition.

Keywords: employer branding, scarcity, information specificity, familiarity, attractiveness, engagement

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1 INTRODUCTION

Recruitment has emerged as a critical human resource function in the job choice of applicants. It contributes to attracting and selecting the best employees for the organization. A core activity of recruitment is communicating information about jobs to persuade potential employees to consider joining the organization (Popovich & Wanous, 1982). Nowadays, social media becomes more and more important for recruitment companies. The rise of the internet is a reason why the competition between recruitment companies increases every year. Individuals who are looking for a job can find hundreds of potential job offers in a split second when searching on the internet (Van Hove & Lievens, 2007). The rise of the internet leads to new opportunities and advantages for firms (e.g., less expensive than before), but this upcoming competition also leads to a big challenge for recruitment companies because they have to impress job seekers with their job advertisement above all the other online job offers.

Through the rise of social media and smartphones, accessibility of information becomes higher than ever. Although much research has been conducted on (the rise of) the internet and/or social media, there are barely studies that provide information about social media at a recruitment level (Sivertzen, Nilsen, & Olafsen, 2013; Trainor, Andzulis, Rapp, & Agnihotri, 2014). According to Sivertzen et al. (2013), increased understanding of job seekers' perceptions of job vacancies offered via social networking sites will enable organizations to aim their recruitment goals more intently and outsmart their competition. Therefore, this study aims to gain insights into different tactics (the use of scarcity and information specificity) when offering job advertisements via social networking sites, which might help recruitment organizations to differentiate themselves and attract the most potential employees.

This research is executed for the recruitment organization In Person. In Person is an employment agency which has its offices located all over the country. With this study, not only In Person but other recruitment companies as well could gain insights into the psychological principles of communicating a job vacancy which can attract more potential employees. Recruitment agencies could use this study to improve their way of offering job vacancies which will result in attracting more job seekers or in a higher engagement level for individuals with the firm. It is particularly important for companies to influence job seekers' attractiveness with the job because firms cannot select from or continue to recruit job seekers who do not take the first step (Barber, 1998; Carlson, Connerley, & Mecham, 2002).

This study will investigate important aspects which might trigger potential job seekers to become enthusiastic for a particular job by the manipulation of scarcity and information specificity. Scarcity includes the notion that consumers value goods that are scarce or exclusive (Fennis & Stroebe, 2015). More specifically, people simply want more of those things there are less of. Scarcity is a very common marketing tool. For example, airline companies that make use of the following: "Be quick! Only 2 tickets left at this price!" However, little research has been conducted on scarcity as an online recruitment tool. If it turns out that people want something more when it is scarce, it would make sense that potential job seekers also would like a particular job more when it is scarce. Scarcity is a heuristic and considering the importance of social media, and the growing online competition, a heuristic might be a quick and effective way to get individuals attracted toward the job. That is why, with this research, the scarcity principle will be tested as a recruitment tactic.

Besides, reading a job advertisement is the first, if not the most important, phase of the entire application process. Therefore, it is important for recruitment specialists to figure out how to communicate a job advertisement to find the best candidate. A vacancy could be drawn up very shortly and only include some general information about the job, or it could be an advertisement including lots of detailed information. To clarify, describing the employees' profile in an advertisement could be as follows: "We are looking for a confident employee with relevant work experience who does not need any guidance". In contrast, describing the profile of an employee in a detailed advertisement containing lots of specified information, could, for example, be a list of all the various characteristics the potential employee has to possess. However, more and more recruitment organizations are incorporating social networking sites to offer vacancies. And so, considering the fierce online competition, do potential job seekers really want, and have the patience, to read lots of detailed information about the job? Or perhaps a vacancy that only offers some general information is enough to achieve the highest level of attractiveness and engagement. With this study, scarcity and information specificity will both be examined during the exposure of different job vacancies to the respondents to find out whether it will make them more or less attractive toward the job advertisement and to find out whether it will lead to a higher or lower level of engagement.

However, recruiters could apply these tactics to social media but the familiarity of the company in question probably plays a role. For that reason, it is assumed that the attractiveness toward the job advertisement and level of engagement of a potential job seeker differ for a well-known (Samsung, Google) compared to an unknown organization. Meaning that the impact of scarcity and information specificity could differ per organization. To illustrate, it is assumed that the scarcity principle does not work for a well-known company such as Samsung because job seekers know that it already receives lots of applications and therefore the exclusivity of the job might backfire. Besides, there is expected that job seekers' need for information is higher if an unknown company offers the vacancy compared to a well-known company, meaning that information specificity is of more importance then. The current research will investigate this by means of an experimental research. The research question addressed in this study:

‘What is the influence of scarcity and information specificity within recruitment via social networking sites on potential job seekers' attractiveness toward the job advertisement and level of engagement and does their familiarity with the company moderates this?’

In the next chapter, existing literature on attractiveness and engagement (dependent variables), scarcity and information specificity (independent variables), and familiarity (moderator) are discussed. Based on that literature, the corresponding hypotheses are formulated and the research model is drafted. In the section after that, the proposed method of this experimental research is discussed and in the fourth section, the results of this experiment are given. In the final chapter, an overview of the findings, limitations, and implications are discussed, followed by a short conclusion.

2 THEORETICAL FRAMEWORK

2.1 Recruitment via social media

Social media becomes more and more important in the process of recruitment. The rise of the internet leads to higher competition within the recruitment sector because potential applicants can find immediately lots of potential jobs online. However, recruitment via the internet includes many advantages as well. According to Sivertzen et al. (2013), the rise of the internet provided new opportunities in information sharing and advertising. Especially when looking at social networking sites. This has changed the way firms were trying to attract new employees and it grants them to find potential employees which became less expensive than before (Borstorff, Market, & Bennett, 2005). Besides, it saves time (Pin, Laorden, & Sàez-Diez, 2001), and it leads to better matching employees compared to traditional recruitment approaches (Barber, 2006; Pin, Laorden, & Sàez-Diez, 2001). These advantages make online recruitment, also called e-recruitment, critical in this world with the growth of digital communication.

Nowadays, not only the internet but specifically social media is changing our world. Through the rise of social media and smartphones, accessibility of information becomes higher than ever. Incorporating social media is a logical way for firms to expand the communication with potential employees (Avlonitis & Panagopoulos, 2010). It enables individuals to immediately react and act on what organizations are doing. Boyd and Ellison (2008) define social network sites as: “web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system” (p. 211). However, the ease of access to information about potential job offers via social networking sites also leads to a fierce online competition between recruitment organizations. For that reason, it is critical for recruitment companies to make use of special tactics which might help them to differentiate themselves from their competition. Today, the most commonly used social networking site for offering job vacancies is LinkedIn. LinkedIn is a social networking site designed for business relationships, in other words formal relationships (LinkedIn.com, 2017). Next to that, Facebook is also a frequently used tool for job offers.

2.2 Employer branding

Employer branding is used in the recruitment process to attract potential employees. Backhaus and Tikoo (2004) argue that employer branding “suggests differentiation of a firm’s characteristics as an employer from those of its competitors, the employment brand highlights the unique aspects of the firm’s employment offerings or environment” (p. 502). More specifically, it shows an image of the firm toward current and potential employees as a good place to work. Employer branding actually sees current and potential employees as branding targets.

Nevertheless, some concepts within employer branding are used to clarify what job seekers view as crucial aspects when they might want to apply for a particular job. Attractiveness and engagement turn out to be important psychological concepts within employer branding (Collins & Stevens, 2002; Berthon, Ewing, & Hah, 2005). This study aims to focus on these two concepts when recruiting via social networking sites.

2.2.1 Attractiveness

Employer branding aims at improving the attractiveness of organizations. (Employer) attractiveness is an important psychological concept regarding employer branding. Backhaus and Tikoo (2004) make clear that job seekers compare the image of the firm with their own needs, personality, and values. To clarify, job seekers compare their personal career needs with the company’s work flow needs. Or they link their perception of cultural values with the organizational culture. When the needs of the potential employer fit the firm’s image (Person-Organization fit), the organization becomes attractive for this individual (Backhaus & Tikoo, 2004). Attractiveness is defined as “the benefits potential employees see in an employment in a particular company” (Berthon et al., 2005, p. 156). In other words, an organization needs to be attractive for a job seeker in order to choose to apply for the job.

However, when potential job seekers are exposed to a job advertisement, it is not only the organization where people could be attracted to. They could also be attracted toward the content of the text, the vacancy itself

or the job. It is important to note that all those factors play a role in the overall attractiveness of the potential job seeker.

2.2.2 Engagement

Second, engagement with the company is an important concept in employer branding. Hollebeek (2011) defines engagement as “the level of a customer’s cognitive, emotional and behavioural investment in specific brand interactions” (p. 565). According to Saks (2006), the recruitment process provides the foundation for a potential employee’s engagement with the organization. He states that engagement is not an attitude, it involves “the active use of emotions and behaviors in addition to cognition” (Saks, 2006, p. 602). Potential employee’s engagement is most often described as emotional and intellectual commitment to the organization (Richman, 2006). Girard and Fallery (2010) introduced the concept “e-recruitment 2.0” in which they describe it as using social capital to reach the active and passive job seekers’ online social networks by using social media such as Facebook or LinkedIn. For instance, when a firm offers a job advertisement via Facebook, LinkedIn or Twitter, not only the active job seekers will encounter the vacancy, but engaged individuals could share the vacancy or ‘tag’ someone in it from their friend’s list who might be a potential employee (willingness to share).

2.3 Scarcity principle

Considering the fierce competition in the online recruitment world, various tactics could be applied to job advertisements that might lead to more applications. Previous research shows that the use of scarcity tactics may induce automatic responses by consumers (Cialdini, 1987). The principle of scarcity involves the notion that consumers value goods that are scarce or exclusive (Fennis & Stroebe, 2015). “Items and opportunities seen as more valuable as they become less available” (Cialdini, 2001, p.78). It turns out that people seem to be more motivated by the thought of losing something than by the thought of gaining something of equal value.

Scarcity appeals are frequently used in advertising and marketing. For example, the accommodation provider Booking.com uses statements like: “Only 2 rooms left!” (Booking.com, 2017). This makes people more motivated to book the room because they do not like the thought that they might lose this room. The scarcity principle is used commonly as the deadline technique in advertising (Cialdini, 2009), limited offers that propose exclusiveness. For example, shopping stores use statements like: “Be fast! One week sale!” Still, little information is known about scarcity used in recruitment. If it works for clothing or accommodations, it might also be a good tool for improving potential job seekers’ attractiveness toward the job advertisement and level of engagement.

The reason why scarcity works is because people are afraid to lose their freedom. According to Cialdini (1987), as opportunities become less available, people lose their freedoms, and they hate it to lose freedoms that they already have. People experience something called psychological reactance. When a product or service is scarce, the consumer may then react psychologically by wanting it more than in the first place (Cialdini, 1999). Previous research shows that the idea of potential loss plays a large role in human decision making. And job seekers need to make the decision whether or not to apply for a particular job. There is considerable agreement that higher involvement occurs when the product or service is of personal relevance and the consequences elicit more personal connections compared to lower involvement. Applying for a job could set someone’s future, so there can be stated that the involvement of the potential job seeker is higher when they consider applying for a particular job than when they, for example, need to make a decision about whether or not to buy a certain t-shirt which is in the sale for a few days (Cialdini, 1987).

Since the involvement of a potential job seeker is high when considering applying for a job, it becomes even more important for consumers when free choice is limited or threatened. And the need to retain their freedoms makes them desire them significantly more than previously (Cialdini, 1987). In contrast to that, Kardes, Cline and Cronley (2011) claim that scarcity is a heuristic and that heuristic processing only takes place under low motivation and/or low involvement. However, there is some research suggesting that scarcity is not per definition heuristic processing. According to the commodity theory of Brock (1968), limiting the availability of something should enhance the desirability not because scarcity acts as a heuristic cue, but because increased scarcity provokes a tendency to form more extreme attitudes. This attitude diffusion is assumed to be the result of enhanced thinking (Brannon & Brock, 2001). And so, from that point of view, scarcity thus could motivate more systematic processing and could take place under the condition of higher involvement. During this research, I stick to the fact that scarcity is a heuristic and formulate expectations based on that. As already mentioned above, the need for

consumers to retain their freedoms makes them desire them significantly more than previously. As a consequence, the job becomes more attractive for potential job seekers and their level of engagement will increase. Therefore, the first hypotheses are formulated:

H1: The use of scarcity in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the a) vacancy, b) job, c) company, compared to no scarcity.

H2: The use of scarcity in job advertisements offered via social networking sites leads to a higher level of potential job seekers' engagement compared to no scarcity.

2.4 Information specificity

In addition, more factors play a role in the attractiveness toward the job advertisement and level of engagement of the potential job seeker. Firms need to make trade-offs in how to communicate a job vacancy (Ryan & Ployhart, 2000). As mentioned earlier, social networking sites assure job seekers to find hundreds of potential jobs online in a split second. However, when an organization posts a vacancy online, for them it leads to hundreds of potential employees who encounter that vacancy, it is questionable if organizations really want that because of the time and effort they have to spend in all the applications.

Information specificity is a critical factor when considering the number of applicants for a particular job. Reading lots of detailed information within a vacancy takes time. As a consequence, job seekers could drop out before even reading the whole job advertisement, which leads to less attractiveness toward the job and willingness to share the job. On the one hand, companies strive to have lots of applicants so they can maximize their chances to find the best candidate. On the other hand, employers need to spend more effort and money in the recruitment process and the chance that unqualified individuals apply for the job will be bigger (Gatewood & Field, 1998; Huselid, 1995).

The question here is whether job seekers like an advertisement that provides lots of detailed information about the job or that a vacancy which only offers some general information about the job is enough to achieve the highest level of potential job seekers' attractiveness and engagement? The use of information specificity plays an important role in how clear and concise potential job seekers consider the text of the advertisement (besides their attractiveness toward the vacancy, job, and company). Hence, detailed information provided in job advertisements regarding job characteristics turn out to influence applicant's intention to apply (Barber & Roehling, 1993). The reason for this is because how informative an advertisement is influences the perceived effectiveness of the vacancy (whether or not potential job seekers would like to apply for it), and the level of attractiveness and engagement are critical for job seekers in deciding whether or not to apply for a certain job. As a consequence, the following hypotheses arise:

H3: Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the a) text clarity, b) text conciseness, c) vacancy, d) job, e) company, compared to general information.

H4: Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' engagement compared to general information.

2.5 Moderator familiarity

Whether the use of scarcity and information specificity within job advertisements works or not, could possibly be moderated by the familiarity of the company. Organizational familiarity refers to applicants' ability to recognize the organization's name easily (Allen, Mahto, & Otondo, 2007). According to Cable and Turban (2001), familiarity influences people's attraction to organizations, applicants are attracted to firms that have a strong organizational brand. Keller (2003) makes clear that brand familiarity refers to the ease with which a brand name comes to mind. In other words, it reflects the extent of a consumer's direct and indirect experience with a brand.

It turns out that the familiarity of the company has considerable value (Cable & Turban, 2001). Familiarity leads often to liking because people like the familiar and it is interpreted positive because people assume there is a reason why a company name is familiar (Aaker, 1991). As a consequence, familiarity will lead to positive feelings

toward the organization and this will influence the firm's reputation. Cable and Turban (2001) also state that a company's familiarity is a predictor of the company's reputation. Reputation can be defined as "a collective representation of a firm's past actions and results that describes the firm's (the organization's) ability to deliver valued outcomes to multiple stakeholders" (Fombrun, Gardberg, & Sever, 2000). Kaplan and Haenlein (2010) make clear that particular care should be taken, considering reputation, in defining potential employees when firms make use of social media, and making sure that their engagement is active, interesting and especially honest. Since familiarity is an important factor in defining the reputation of the company, the focus during this research is on the familiarity of the company. Therefore, a distinction will be made between well-known and unknown organizations.

Some earlier research showed that an organization's reputation and its attractiveness and the engagement of an individual are closely related to each other. For instance, Rynes, Bretz and Gerhart (1991) make clear that general company reputation is a crucial factor when consumers are assessing their comparison with the firm during their application process. In other words, the reputation of the firm is an important factor when consumers compare themselves with the firm which determines their level of engagement with the company (Backhaus & Tikoo, 2004). Furthermore, it turns out when a student receives two or more job offers, 80% accepted the job which includes the highest rated organization, or the most familiar one (Lawler, Kuleck, Rhode, & Sorenson, 1975). Therefore, the following hypotheses arise:

H5: Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' attractiveness toward the a) text clarity, b) text conciseness, c) vacancy, d) job, e) company, than when offered by an unknown organization.

H6: Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' engagement than when offered by an unknown organization.

Nevertheless, job seekers know that familiar organizations (including good reputations) receive a lot of applications when offering a job. Therefore, one can assume that those organizations do not need a special tactic such as scarcity that leads to automatic responses in job seekers' mind. Besides, if a potential job seeker notices that there are only two places left in a well-known company, they might assume that there is slight to no chance that they would get that particular job. In comparison, unknown companies need those automatic responses that job seekers would like to apply for the job. When job seekers observe that there are only a few places left in an unknown organization, they might think they have a good chance for getting in when applying immediately, or that someone else they know can get it when they share the vacancy, because they know that the firm will not collect many applications. As a result, there is expected that:

H7: The effect of scarcity in job advertisements offered by an unknown organization via social networking sites on potential job seekers' attractiveness toward the a) text clarity, b) text conciseness, c) vacancy, d) job, e) company, is more pronounced than when offered by a well-known organization.

H8: The effect of scarcity in job advertisements offered by an unknown organization via social networking sites on potential job seekers' level of engagement is more pronounced than when offered by a well-known organization.

There can be expected that the effect for information specificity also differs for well-known organizations compared to unknown organizations, since well-known organizations do collect more applications in the first place. But is this still the case if they offer a vacancy including lots of specified information about the job? Job seekers might wonder if they still like the job after reading more and more detailed information concerning the various working activities. Or they might get insecure when reading all those characteristics the perfect candidate has to possess or think faster that people they know do not perfectly fit in the company and are thus less willing to share the vacancy. The reason for this is because job seekers are aware of the fact that the number of applications for the job at that well-known company is remarkably high and therefore think that there are probably enough other potential employees who better fit the job than they do.

On the contrary, information specificity might be a good strategy for unfamiliar organizations that require more applications. In general, there is evidence that increased amounts of information regarding specific job characteristics (benefits, salary, etc.) positively influence applicants' perceptions of attractiveness (Rynes &

Miller, 1983). While there is just explained why this probably is not the case for well-known organizations, it could be a tactic for unknown organizations. These companies are less popular compared to well-known companies and therefore one can assume that job seekers' need for information is higher. They want to know what the job exactly is about and what kind of company they have to deal with. Potential job seekers also do not have to be uncertain when reading all the specified information because they expect the competition is not that high. Because of these reasons, the attractiveness of the job seeker toward the job advertisement offered by an unknown company could increase and they could be more willing to share the vacancy. And so, the following hypotheses are formulated:

H9: The effect of information specificity in job advertisements offered by an unknown organization via social networking sites on potential job seekers' attractiveness toward the a) text clarity, b) text conciseness, c) vacancy, d) job, e) company, is more pronounced than when offered by a well-known organization.

H10: The effect of information specificity in job advertisements offered by unknown organizations via social networking sites on potential job seekers' level of engagement is more pronounced than when offered by a well-known organization.

It is presumable that the use of information specificity or general information within a vacancy no longer matters when the scarcity principle is used since scarcity is a heuristic. A heuristic is defined by Gigerenzer and Gaissmaier (2011) as "a strategy that ignores part of the information, with the goal of making decisions more quickly, frugally, and/or accurately than more complex methods" (p. 454). As a consequence, when potential job seekers notice the scarcity statement, they could ignore the amount of specificity that is applied to the advertisement, with the goal of making their decision more frugally and/or accurately. When for example job seekers read: "Be quick, limited applicants available!" they get the feeling that they lose their freedom of 'applying for every job they want to apply for' and the job becomes even more important when that free choice is limited or threatened (Cialdini, 1987). Previous research even shows that the scarcity heuristic leads to automatic responses by individuals. As a result, potential job seekers will automatically react to the vacancy when the scarcity principle is used and pay less attention to other factors such as information specificity. Therefore, the following hypotheses include:

H11: The effect of information specificity in job advertisements offered via social networking sites on potential job seekers' attractiveness toward the a) text clarity, b) text conciseness, c) vacancy, d) job, e) company, is less pronounced in the presence of scarcity than in the absence of scarcity.

H12: The effect of information specificity in job advertisements offered via social networking sites on potential job seekers' level of engagement is less pronounced in the presence of scarcity than in the absence of scarcity.

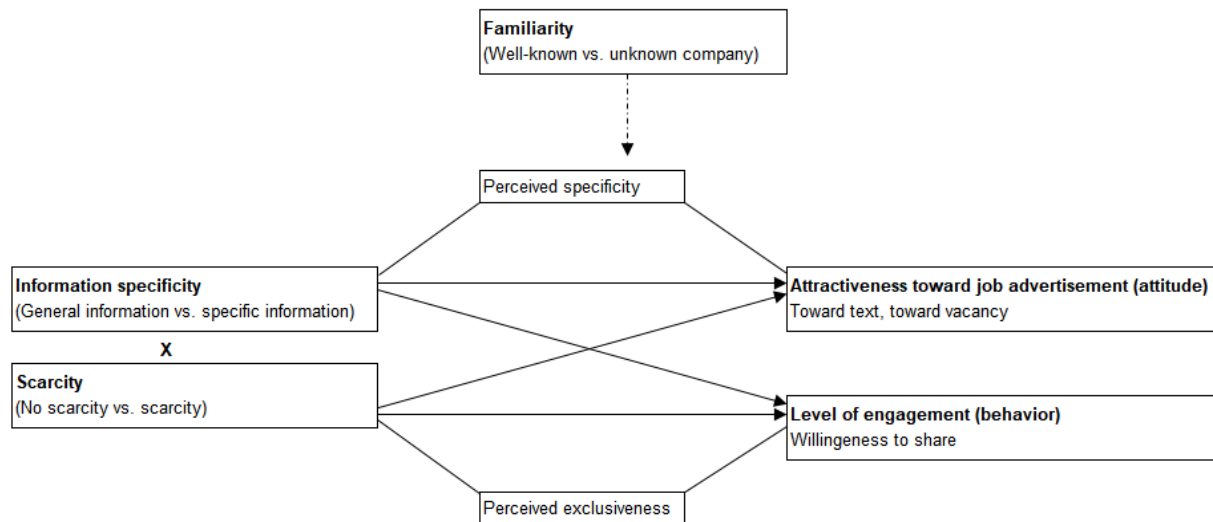
In addition, there is expected that the scarcity principle especially works for job advertisements offered by unknown organizations. The reason for this is because job seekers keep in mind that it is less likely to get a job in a familiar, well-known company when it only has a few places left and lots of other potential job seekers are interested in the job as well. And so, a tactic such as scarcity probably does not have an effect for well-known organizations. Therefore, it makes more sense that the effect of information specificity is less pronounced in the presence of scarcity, when an unknown company offers the vacancy compared to a well-known company. As a consequence, the following hypotheses are formulated:

H13: The effect of information specificity in job advertisements on potential job seekers' attractiveness toward the a) text clarity, b) text conciseness, c) vacancy, d) job, e) company, is less pronounced in the presence of scarcity than in the absence of scarcity. This effect is stronger when offered by an unknown organization than when offered by a well-known organization.

H14: The effect of information specificity in job advertisements on potential job seekers' level of engagement is less pronounced in the presence of scarcity than in the absence of scarcity. This effect is stronger when offered by an unknown organization than when offered by a well-known organization.

Testing the hypotheses above leads up to the main question of this research being: ‘What is the influence of scarcity and information specificity within recruitment via social networking sites on potential job seekers’ attractiveness toward the job advertisement and level of engagement and does their familiarity with the company moderates this?’ All described hypotheses are plotted in the research model which can be found in Figure 1.

FIGURE 1. RESEARCH MODEL



3 METHOD

3.1 Research design

The purpose of this study is to investigate if the use of scarcity and information specificity in job advertisements offered via social networking sites affects potential job seekers' attractiveness toward the job advertisement and level of engagement and if their familiarity with the company moderates this. The current research executed this combination in a 2 (no scarcity vs. scarcity) x 2 (general information vs. specified information) x 2 (unknown vs. well-known company) between subjects design by means of an online questionnaire. This design resulted in eight different conditions, as seen in Table 1. Table 1 also shows the number of respondents, the distribution between men and women and the average age per condition.


TABLE 1. RESEARCH DESIGN

		Familiarity			
		Unknown		Well-known	
		Scarcity		Scarcity	
Information specificity	General	No	Yes	No	Yes
		N = 23 9 men, 14 women Age: \bar{x} = 25.34	N = 21 6 men, 14 women Age: \bar{x} = 25.20	N = 20 6 men, 14 women Age: \bar{x} = 24.16	N = 21 8 men, 12 women Age: \bar{x} = 26.95
	Specific	N = 20 4 men, 16 women Age: \bar{x} = 26.30	N = 20 5 men, 15 women Age: \bar{x} = 25.25	N = 24 8 men, 16 women Age: \bar{x} = 24.79	N = 21 6 men, 14 women Age: \bar{x} = 24.30

3.2 Procedure

Dutch respondents were invited to fill in the questionnaire. They could click upon a link to start the questionnaire and were automatically assigned to one of the eight conditions in a random order. After a short introduction, the respondents were shown a job advertisement offered via LinkedIn, and they had to answer a few manipulation check questions first to find out whether the vacancies including scarcity were seen as more scarce, the specified information vacancies as specific and if the distinction between a well-known and an unknown organization was clear. The advertisement was including specific or general information, with a scarcity statement or without a scarcity statement and offered by a well-known or an unknown company. This resulted in eight conditions (see Table 1). Two example advertisements are shown in Figure 2 and 3. The advertisement in Figure 2 is including

FIGURE 2. EXAMPLE 1 JOB ADVERTISEMENT


Grolsch
1 w
...

Let op: dit is de laatste plek binnen ons team. Reageer dus snel voor deze unieke kans!

VACATURE COMMUNICATIE ADVISEUR




Over de functie
Grolsch is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat vooral om externe samenwerking met relevante partners en het betreft een functie van 36 uur per week.

Functie eisen
Wij zoeken een startende communicatie adviseur die pro-actief is en zelfstandig kan werken.

Wij bieden
Grolsch biedt een uitdagende functie op HBO/WO niveau, een marktconform salaris, flexibele werktijden en een prettige werkring.


Het bedrijf
Grolsch is een wereldberoemd biermerk. Het is een bijzondere onderneming met een boeiend verleden van 400 jaar en een uitgesproken visie. Grolsch is deel van een inspirerend en internationaal netwerk waarbij het geloof in bier centraal staat.

Interesse? Mail dan je motivatie en CV naar vacatures@grolsch.nl

scarcity, general information and offered by a well-known company. The advertisement in Figure 3 is without scarcity, including specific information and offered by an unknown company. All the various advertisements are presented in Appendix A.

FIGURE 3. EXAMPLE 2 JOB ADVERTISEMENT



DAVO Bieren
1 w

...

VACATURE COMMUNICATIE ADVISEUR

Over de functie
 DAVO Bieren is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat daarbij om een extern georiënteerde functie waarbij jij pro-actief de samenwerking zoekt met relevante partners en het betreft een functie van 36 uur per week. Werkdagen zijn in overleg vast te stellen, maar waarschijnlijk maandag, dinsdag, woensdag, vrijdag en donderdag om de week (i.v.m. bezetting).

Functie eisen

- Minimaal afgeronde HBO of WO opleiding;
- 0 tot 2 jaar ervaring met bovenstaande werkzaamheden;
- Zelfstandige werker die weinig begeleiding nodig heeft;
- Ervaring in het omgaan met stakeholders op board-niveau;
- Ervaring met het online- en offline ontwikkelen van communicatie campagnes;
- Uitstekende communicatieve vaardigheden;
- Een pro-actieve persoon die overtuigend en sturend optreedt;
- Een klantgerichte netwerker die impact weet te realiseren;
- Out-of-the-box mentaliteit.




Wij bieden

- Een uitdagende functie op HBO/WO-niveau;
- Een pionierende rol bij een aantrekkelijk, onderscheidend en snelgroeiend merk;
- Een brutosalaris tussen de 3816 en 5450 per maand o.b.v. 40 uur exclusief vakantie geld (wij hebben geen 13e maand);
- Flexibele werktijden waardoor je zowel thuis als op kantoor alle faciliteiten hebt om je werk goed te kunnen doen;
- Een prettige werkkruis met een uitstekende werkgever en een informele en dynamische werksfeer;
- Een breed scala aan ontwikkel- en doorgroeimogelijkheden;
- Een zeer goede pensioensregeling.

Het bedrijf
 DAVO Bieren is meer dan een sterk merk en een aansprekend product. Het is een bijzonder bedrijf opgericht in 2012 met een uitgesproken visie. Daarbij staat het geloof in bier centraal. DAVO Bieren vindt haar oorsprong in Deventer en het eerste bier van DAVO Bieren werd gebrouwen met behulp van Brouwerij Rodenburg in Rha: Hoppenblond.

Het benodigde kapitaal voor de financiering van het project is bijeengebracht met crowdfunding, kleine en grotere investeringen van vooral Deventenaren. DAVO Bieren brouwt uitsluitend bier en richt zich op het premium segment van de markt. Het innovatief en creatief vermogen van DAVO Bieren is aanzienlijk.

*Geïnteresseerd? Solliciteer dan voor 10 december naar vacatures@davobieren.nl.
 De sollicitatiegesprekken vinden plaats in de 3e week van december.*

After reading the job advertisement, respondents had to answer 17 items varying from “totally disagree” to “totally agree” which indicated their attractiveness toward the job offer. After that, they had to answer 7 items about how engaged they felt toward it, in which 5 answers varied from “totally disagree” to “totally agree” and 2 yes/no answers. The job advertisement was shown on every page in order to be read by the respondents as often as wanted. The questionnaire ended with a few demographic questions concerning their gender, age, educational level and current study/job.

3.3 Sample

In total 248 people started to fill in the survey and after all 170 were completed and useful for the analysis. The uncompleted questionnaires were excluded from the analysis. The majority of the respondents (82%) were Communication Master students, since they were considered as potential future job applicants for the job that was

stated in the advertisement, meaning they could best imagine the situation of applying for the job that was offered in the vacancy. The rest of the respondents (18%) consisted of other students who were in their final phase of their study or (potential) job seekers. The majority of the participants were women (68.9%) and the rest were men (31.1%). Most of the respondents (83.5%) were between the age of 21 and 29 years old and the average age was 25.29 years old (see Table 1). The majority was HBO educated (65.3%). Almost all of the respondents (92.2%) are currently studying or working in the communication sector or is interested in the communication sector and 95.2% believe the way in which a job advertisement is drawn up is important to highly important. The number of respondents per condition varied from 20 to 24 (see Table 1).

3.4 Stimulus materials

3.4.1 Pre-test

First, a pre-test was designed to find out whether a clear distinction was made between the different conditions. This was done through interviews with 10 participants. None of them took part in the real questionnaire. Various vacancies were shown to the participants to discover whether this was the most striking way of distinguishing between advertisements including specified information and advertisements including general information. It turned out that the distinction was very clear and besides a few grammatical improvements, the advertisements were fine. Furthermore, three scarcity statements were shown to the participants to find out the best way of bringing the scarcity principle forward. These three statements were: 1) “Be aware: this is a unique opportunity for communication talents like you, respond quickly!” 2) “Be aware: the interest to work here is enormous. Respond quickly and have a chance to get this dream job!” 3) “Be aware: a final spot on our team. Respond quickly and become part of our team!” The outcome indicated that a combination of 1 and 3 was the strongest way of using the principle of scarcity. These 10 participants also checked whether everything was clear in the questionnaire.

3.4.2 Scarcity

The manipulation of scarcity was done as follows: one group (half of the participants) received a job advertisement without and the other half of participants received a job advertisement including the scarcity principle. These vacancies contained the “limited-number technique” (Cialdini, 2009), in which the job advertisement was described with: “Be aware: a final spot on our team. Respond quickly to this unique opportunity!” Participants exposed to the scarcity principle had to answer a control question at the end of the questionnaire, to make sure they noticed the scarcity statement above the vacancy. An example including the scarcity statement and without the scarcity statement can be found in Figure 2 and Figure 3 and all the job advertisements are presented in Appendix A.

3.4.3 Information specificity

The manipulation of information specificity was based on whether the (randomly assigned) participants received specific or general information about the job provided by the company. One group of participants in the specific information condition received a job advertisement including specific information about the job offer, job requirements, benefits and the company. Another group of participants in the general information condition received the same job advertisement but were given information shorter and more generally. To illustrate, in the specific information vacancy, the job requirements were given as follows:

- A minimum completed HBO or WO education;
- 0-2 years of work experience in the communication sector;
- Independent worker who needs little guidance;
- Experience with stakeholders on board-level;
- Experience with the online- and offline development of communication campaigns;
- Excellent communication skills;
- A pro-active person with a convincing and steering performance;
- A customer-oriented networker who could realise impact;
- Out-of-the-box mentality.

While the job requirements in the general information vacancy were given as follows: “We are looking for a starting communication advisor who could work pro-active and independently.” Figure 2 and 3 show the differences in general and specific information and all the eight vacancies are presented in Appendix A.

3.4.4 Familiarity

The moderator, the organization's familiarity, depended on the fact if a well-known or an unknown company offered the job advertisement. As can be seen in Figure 2 and 3, and in Appendix A, a distinction was made between Grolsch (well-known), and DAVO Bieren (unknown) and so the respondents either received a job advertisement offered by Grolsch or by DAVO Bieren.

3.5 Measurement instrument

3.5.1 Perceived exclusiveness

For measuring the perceived exclusiveness of the vacancy, respondents were asked three questions in order to check whether the scarcity principle really had an impact. Answering these items was based on a 5-point Likert scale (1 = totally disagree, 5 = totally agree). An example question was: "This is an exclusive offer". These items can be found in Appendix B. Cronbach's alpha confirmed a reliable scale of $\alpha = .73$.

3.5.2 Perceived specificity

In order to measure the perceived specificity of the job advertisement, respondents were asked three questions based on a 5-point Likert scale to examine their opinion about the information specificity. An example of this was: "This vacancy exactly offers the information I need". The questions are presented in Appendix B. Cronbach's alpha confirmed a reliable scale of $\alpha = .87$.

3.5.3 Perceived familiarity

As already mentioned above, a distinction was made between Grolsch (well-known company) and DAVO Bieren (unknown company). To check whether the respondents shared this thought, one question was asked based on a 5-point Likert scale ranging from "totally disagree" to "totally agree" to measure their perceived familiarity with the company that offered the vacancy. This question included: "In my opinion, the company that offers this vacancy is well-known" (this can be found in Appendix B as well).

3.5.4 Attractiveness

In order to measure one's attractiveness toward the job offer, the respondents had to answer 17 items by means of a 5-point Likert scale. The attractiveness of the potential job seeker was divided into 2 sub-dimensions in which their answers varied from "totally disagree" to "totally agree". One could be attracted toward the text in the job advertisement, but also toward the vacancy itself. The scale can be found in Appendix C.

Text attractiveness. Respondents had to answer six items about their attractiveness toward the text of the vacancy, divided into clarity and conciseness. The first three items were about respondents' attractiveness toward the clarity of the text. An example item was: "The text of the vacancy is clear". Cronbach's alpha confirmed a (reasonable) reliable scale of $\alpha = .67$. The other three items were about respondents' attractiveness toward the conciseness of the text. The higher the score, the more concise they thought the job advertisement was. An example item was: "The text of the vacancy is short". Cronbach's alpha confirmed a reliable scale of $\alpha = .85$.

Vacancy attractiveness. After that, respondents had to answer eleven items about their attractiveness toward the vacancy, divided into the lay-out of the vacancy, job and company. The first three questions were about the lay-out of the vacancy. An example question of this scale was: "The vacancy looks attractive". Cronbach's alpha confirmed a (reasonable) reliable scale ($\alpha = .64$). The next four questions indicated how attracted the respondents felt toward the job offered in the vacancy. An example item was: "The job is challenging". Cronbach's alpha confirmed a reliable scale of $\alpha = .77$. Finally, respondents had to answer four questions about their attractiveness toward the company that offered the vacancy. An example item was: "This is an attractive company to work for". Cronbach's alpha confirmed a reliable scale of $\alpha = .89$.

3.5.5 Engagement

In order to measure one's level of engagement, the respondents had to answer five items by means of a 5-point Likert scale ("totally disagree" – "totally agree") and two yes/no questions. These items were meant to illustrate how willing they were to share the vacancy with their friends and how engaged they felt toward the company after reading the job advertisement. An example item of the 5-point Likert scale was: "After reading this job

advertisement on social media, I tend to look up more information about this company”. An example of a yes/no question was: “Do you want to be keep informed about future job advertisements of this company?” The scale can be found in Appendix D. Cronbach’s alpha confirmed a reasonable reliable scale ($\alpha = .67$).

4 RESULTS

4.1 Manipulation check

Manipulation checks were conducted to determine whether the manipulations scarcity and information specificity were seen as more scarce and more specific and if the distinction between well-known and unknown was clear. This was done by Independent Sample T-Tests. For the scarcity principle, findings of the control question at the end of the questionnaire show that only 58.8% (N = 47) of the respondents in the scarcity condition, did actually see the scarcity statement above the vacancy. 41.3% (N = 33) did not agree on the fact that the scarcity principle was stated in their advertisement. Additionally, the results of the T-Test for scarcity (measured through three questions) did not indicate significant differences for the use of scarcity ($t(168) = -.653, p = .515$), with mean scores of 2.54 (SD = .83) for the no scarcity condition and 2.62 (SD = .81) for the scarcity condition. Still, further analyses were conducted including the scarcity statement, because there could be other factors that may have played a role, for example that scarcity did affect but in an unconscious way. This will be further explained in Chapter 5 (discussion).

The job advertisement including information specificity was seen as more specific by the respondents than the job advertisement including general information ($t(145,29) = -8.166, p < .001$), with mean scores of 2.98 (SD = 0.97) in the specific information condition and 1.96 (SD = 0.64) in the general information condition. This was measured through three questions.

Finally, measured through one question, it turned out that Grolsch was seen as more familiar by the respondents than Davo Bieren ($t(167,923) = -19.685, p < .001$). With mean scores of 4.4 (SD = 0.89) in the well-known company condition (Grolsch) and 1.73 (SD = 0.88) in the unknown company condition (Davo Bieren). The significant effects of information specificity and familiarity indicate that the manipulations were strong enough.

4.2 MANOVA

After performing a multivariate analysis of variance (MANOVA), Wilks' Lambda showed significant results for the independent variable information specificity ($F(6, 156) = 41.588, p < .001, \eta^2 = .615$) and the moderator familiarity ($F(6, 156) = 8.803, p < .001, \eta^2 = .253$). Wilks' Lambda value did not show any significant results for the independent variable scarcity ($F(6, 156) = 1.700, p = .124, \eta^2 = .061$) or for the interactions.

4.3 Main effects

To test the hypotheses of this study, an ANOVA was conducted to measure the main effects and interaction effects of the independent variables and the moderator of eight groups of respondents. Shapiro-Wilk and Levene's tests were used to evaluate the assumptions of normality and homogeneity of variance respectively. Neither was violated. The factors of this analysis include the independent variables scarcity (no vs. yes) and information specificity (general vs. specific) and the moderator familiarity (unknown vs. well-known). For the dependent variables, a distinction is made between five dimensions of attractiveness: 1) attractiveness toward the text clarity, 2) attractiveness toward the text conciseness, 3) attractiveness toward the vacancy, 4) attractiveness toward the job, 5) attractiveness toward the company. Furthermore, the total level of engagement was also used as dependent variable. Table 2 below shows the main effects of scarcity, information specificity and familiarity.

TABLE 2. BETWEEN-SUBJECTS MAIN EFFECTS

Independent / moderating variable	Dependent Variable	df	Error df	F	p	η^2
Scarcity	Attr. Text Clarity	1	161	,001	,971	,000
	Attr. Text Conciseness	1	161	4,721	,031	,028
	Attr. Vacancy	1	161	,399	,529	,002
	Attr. Job	1	161	,094	,760	,001
	Attr. Company	1	161	3,306	,071	,020
	Level of Engagement	1	161	,077	,782	,000
Information Specificity	Attr. Text Clarity	1	161	15,251	,000	,087
	Attr. Text Conciseness	1	161	193,985	,000	,546
	Attr. Vacancy	1	161	1,227	,270	,008
	Attr. Job	1	161	27,173	,000	,144
	Attr. Company	1	161	5,574	,019	,033
	Level of Engagement	1	161	3,327	,070	,020
Familiarity	Attr. Text Clarity	1	161	,359	,550	,002
	Attr. Text Conciseness	1	161	,836	,362	,005
	Attr. Vacancy	1	161	,006	,937	,000
	Attr. Job	1	161	,115	,735	,001
	Attr. Company	1	161	34,263	,000	,175
	Level of Engagement	1	161	3,959	,048	,024

The descriptive statistics can be found in Table 3. The main effect for scarcity on the attractiveness toward the conciseness of the text was statistically significant ($F(1, 161) = 4.721, p = .031$). Respondents exposed to the scarcity principle ($M = 3.26, SD = 1.08$), were less attracted toward the conciseness of the text than respondents exposed to the advertisement without scarcity ($M = 3.49, SD = .97$). The main effect for scarcity on the attractiveness toward the company was marginally significant ($F(1, 161) = 2.306, p = .071$). Respondents exposed to the scarcity principle ($M = 3.06, SD = .87$), were less attracted toward the company than respondents exposed to advertisements without the scarcity principle ($M = 3.27, SD = .93$).

The main effect for information specificity was statistically significant on attractiveness toward the text clarity ($F(1, 161) = 15.251, p < .001$) and on attractiveness toward text conciseness ($F(1, 161) = 193.985, p < .001$). Respondents exposed to the advertisement including information specificity ($M = 3.07, SD = .83$) were more attracted toward the text clarity compared to respondents exposed to the advertisement without information specificity ($M = 2.57, SD = .78$). Besides, respondents in the specified information condition ($M = 2.63, SD = .82$) were significantly less attracted toward conciseness than respondents in the general information condition ($M = 4.14, SD = .56$). These two effects could, in fact, be seen as manipulation checks because it is most likely to assume that the more specificity respondents have experienced, the more clarification. The same applies to text conciseness, the more concise the text, the less specific.

Furthermore, the main effect of information specificity was statistically significant on attractiveness toward the job ($F(1, 161) = 27.173, p < .001$), attractiveness toward the company ($F(1, 161) = 5.574, p = .019$) and marginally significant on respondents' level of engagement ($F(1, 161) = 3.327, p = .070$). Respondents exposed to the specified information vacancy were more attracted toward the job ($M = 3.47, SD = .57$) than respondents exposed to the vacancy including general information ($M = 2.97, SD = .67$). Respondents were also more attracted toward the company in the specified information condition ($M = 3.34, SD = .83$) than in the general information condition ($M = 3, SD = .95$). Finally, respondents were more engaged in the specific information condition ($M = 2.58, SD = .62$) than in the general information condition ($M = 2.40, SD = .67$).

The main effect for the familiarity on the attractiveness toward the company ($F(1, 161) = 34.263, p < .001$) and the level of engagement ($F(1, 161) = 3.959, p = .048$) was statistically significant. Respondents exposed to the vacancy of Grolsch ($M = 3.53, SD = .78$) were more attracted toward the company than respondents exposed to the vacancy of DAVO Bieren ($M = 2.79, SD = .87$). Respondents were also more engaged with Grolsch ($M = 2.59, SD = .54$) than with DAVO Bieren ($M = 2.39, SD = .73$).

TABLE 3. MEANS AND SD PER CONDITION

Conditions	Attractiveness text clarity	Attractiveness text conciseness	Attractiveness vacancy	Attractiveness job	Attractiveness company	Engagement range
	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)	M (SD)
Unknown company						
NS x NIS	2.35 (0.64)	4.25 (0.52)	2.57 (0.45)	2.82 (0.61)	2.45 (0.69)	2.16 (0.54)
NS x IS	3.07 (0.75)	2.85 (0.71)	3.07 (0.88)	3.50 (0.68)	3.20 (0.92)	2.68 (0.74)
S x NIS	2.77 (0.92)	4.08 (0.56)	2.92 (0.64)	2.91 (0.71)	2.70 (1.01)	2.25 (0.85)
S x IS	2.95 (1.03)	2.55 (0.94)	2.80 (0.89)	3.61 (0.39)	2.88 (0.73)	2.51 (0.71)
Well-known company						
NS x NIS	2.55 (0.79)	4.18 (0.51)	2.85 (0.95)	3.14 (0.59)	3.70 (0.69)	2.67 (0.44)
NS x IS	3.31 (0.83)	2.72 (0.81)	3.00 (0.78)	3.51 (0.47)	3.77 (0.74)	2.53 (0.56)
S x NIS	2.65 (0.73)	4.03 (0.65)	2.73 (0.78)	3.05 (0.74)	3.23 (0.89)	2.55 (0.69)
S x IS	2.92 (0.65)	2.40 (0.78)	2.73 (0.79)	3.27 (0.67)	3.40 (0.70)	2.62 (0.46)
Scarcity						
No	2.82 (0.84)	3.49 (0.97)	2.87 (0.79)	3.24 (0.65)	3.27 (0.93)	2.50 (0.61)
Yes	2.82 (0.84)	3.26 (1.08)	2.79 (0.78)	3.21 (0.69)	3.06 (0.87)	2.49 (0.69)
Information specificity						
No	2.57 (0.78)	4.14 (0.56)	2.76 (0.72)	2.97 (0.67)	3.00 (0.95)	2.40 (0.67)
Yes	3.07 (0.83)	2.63 (0.82)	2.90 (0.84)	3.47 (0.57)	3.34 (0.83)	2.58 (0.62)
Familiarity						
Unknown	2.77 (0.87)	3.46 (1.02)	2.83 (0.74)	3.20 (0.70)	2.79 (0.87)	2.39 (0.73)
Well-known	2.88 (0.80)	3.30 (1.04)	2.83 (0.82)	3.25 (0.64)	3.53 (0.78)	2.59 (0.54)

NS = No scarcity, S = Scarcity, NIS = No information specificity, IS = Information specificity

4.4 Interaction effects

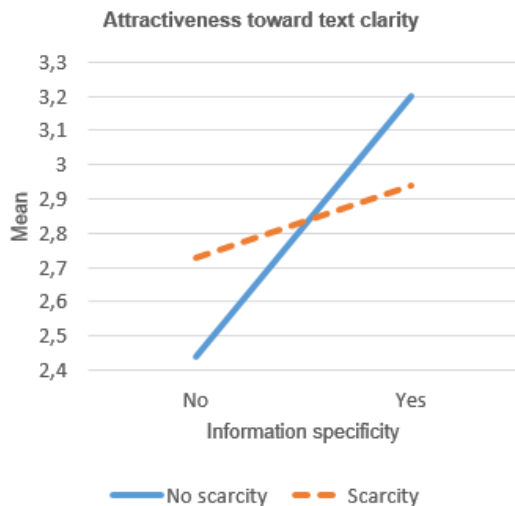
After performing analyses for the interaction effects, Table 4 shows the outcome of this.

TABLE 4. INTERACTION EFFECTS

Interaction effect	Dependent Variable	df	Error df	F	p	η^2
Scarcity * Information specificity	Attr. Text Clarity	1	161	4,281	,040	,026
	Attr. Text Conciseness	1	161	,516	,474	,003
	Attr. Vacancy	1	161	2,531	,114	,015
	Attr. Job	1	161	,119	,730	,001
	Attr. Company	1	161	,957	,329	,006
	Level of Engagement	1	161	,024	,878	,000
Scarcity * Familiarity	Attr. Text Clarity	1	161	1,411	,237	,009
	Attr. Text Conciseness	1	161	,001	,974	,000
	Attr. Vacancy	1	161	,966	,327	,006
	Attr. Job	1	161	1,986	,161	,012
	Attr. Company	1	161	2,348	,127	,014
	Level of Engagement	1	161	,013	,909	,000
Information specificity * Familiarity	Attr. Text Clarity	1	161	,062	,803	,000
	Attr. Text Conciseness	1	161	,148	,701	,001
	Attr. Vacancy	1	161	,236	,627	,001
	Attr. Job	1	161	4,262	,041	,026
	Attr. Company	1	161	1,959	,163	,012
	Level of Engagement	1	161	4,761	,031	,029
Scarcity * Information specificity * Familiarity	Attr. Text Clarity	1	161	,010	,920	,000
	Attr. Text Conciseness	1	161	,007	,932	,000
	Attr. Vacancy	1	161	,940	,334	,006
	Attr. Job	1	161	,181	,671	,001
	Attr. Company	1	161	1,866	,174	,011
	Level of Engagement	1	161	1,424	,234	,009

A statistically significant interaction indicated that the effects of information specificity on attractiveness toward text clarity depend on the presence or absence of scarcity ($F(1, 161) = 4.281, p = .040$). The nature of this interaction is illustrated in Figure 4.

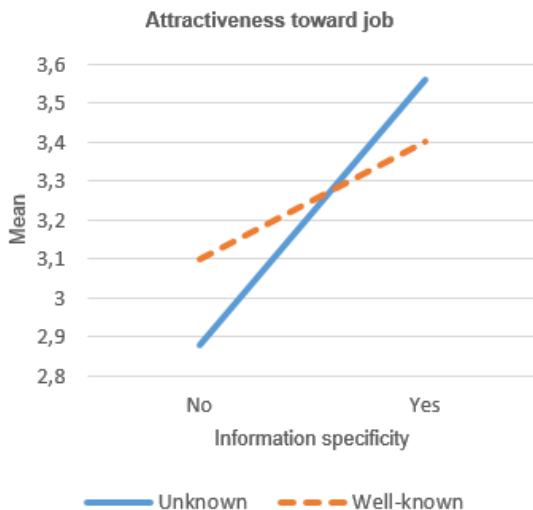
FIGURE 4. THE EFFECTS OF SCARCITY AND INFORMATION SPECIFICITY ON ATTRACTIVENESS TOWARD TEXT CLARITY



The graph showed that the line is much steeper in the absence of the scarcity principle compared to when the scarcity principle was applied. However, whether the scarcity principle was applied or not, both lines indicated a higher level of attractiveness toward the text clarity when information specificity was used compared to general information. Simple effect analyses were used to further examine the interaction between scarcity and information specificity. These analyses indicated that information specificity had a significant (positive) effect on one's attractiveness toward the text clarity in the absence of scarcity ($t(85) = -4.653, p < .001$). With respondents in the specific information condition ($M = 3.2, SD = .8$) were significantly more attracted toward the text clarity than respondents in the general information condition ($M = 2.44, SD = .71$). In contrast, information specificity did not have a significant effect on one's attractiveness toward text clarity in the presence of scarcity ($t(81) = -1.116, p = .268$). The attractiveness toward the text clarity of respondents in the specific information condition ($M = 2.94, SD = .84$) did not significantly differ from respondents in the general information condition ($M = 2.73, SD = .83$). Furthermore, marginal significant effects were found for scarcity on one's attractiveness toward the text clarity in the absence of information specificity ($t(83) = -1.724, p = .088$). With respondents in the scarcity condition ($M = 2.73, SD = .71$) were more attracted toward the text clarity than respondents in the no scarcity condition ($M = 2.44, SD = .71$). No significant effects were found for scarcity on one's attractiveness toward the text clarity in the specific information condition.

A statistically significant interaction indicated that the effects of information specificity on the attractiveness toward the job depend on the familiarity of the company ($F(1, 161) = 4.262, p = .041$). The nature of this interaction is illustrated in Figure 5.

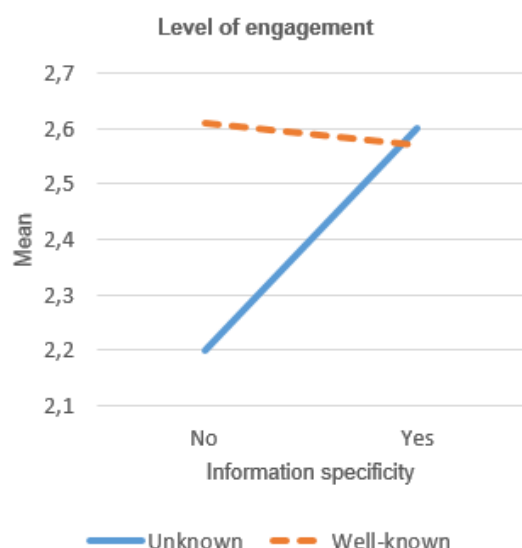
FIGURE 5. THE EFFECTS OF FAMILIARITY AND INFORMATION SPECIFICITY ON ATTRACTIVENESS TOWARD JOB



The graph showed a much steeper line for an unknown organization than for a well-known organization. Simple effects analyses were used to further examine the interaction between familiarity and information specificity. These analyses indicated that information specificity had a significant (positive) effect on one's attractiveness toward the job when offered by an unknown company ($t(82) = -5.060, p < .001$). With respondents in the specific information condition ($M = 3.56, SD = .55$) were significantly more attracted toward the job than respondents in the general information condition ($M = 2.88, SD = .66$). There is less difference between information specificity and general information when a well-known company offers the vacancy. However, information specificity still had a significant (positive) effect on one's attractiveness toward the job when offered by a well-known company ($t(84) = -2.301, p = .025$). With respondents in the specific information condition ($M = 3.4, SD = .58$) were significantly more attracted toward the job than respondents in the general information condition ($M = 3.1, SD = .67$). No significant results were found for familiarity on attractiveness toward the job in the specific information condition. Neither was for familiarity on attractiveness toward the job in the general information condition.

Finally, a statistically significant interaction indicated that the effects of information specificity on the engagement of the respondents depend on the familiarity of the company ($F(1, 161) = 4.761, p = .031$). The nature of this interaction is illustrated in Figure 6.

FIGURE 6. THE EFFECTS OF FAMILIARITY AND INFORMATION SPECIFICITY ON LEVEL OF ENGAGEMENT



In contrast to Grolsch, the steepness of the line of Davo Bieren showed that respondents exposed to the specific information advertisement were way more engaged than respondents exposed to the general information advertisement. Simple effects analyses were used to further examine the interaction between familiarity and information specificity. These analyses indicated that information specificity had a significant (positive) effect on one's level of engagement when offered by an unknown company ($t(81) = -2.545, p = .013$). With respondents in the specific information condition ($M = 2.6, SD = .72$) were significantly more engaged than respondents in the general information condition ($M = 2.2, SD = .69$). Information specificity did not have a significant effect on one's level of engagement when offered by a well-known company ($t(84) = .310, p = .758$). The level of engagement of respondents in the specific information condition ($M = 2.57, SD = .51$) did not significantly differ from the level of engagement of respondents in the general information condition ($M = 2.61, SD = .58$). However, in the general information condition, the means of a well-known company were much higher compared to an unknown company, as can be seen in Figure 6. Follow-up analyses indicated that familiarity had a significant effect on level of engagement, if only general information is used ($t(82) = -2.933, p = .004$). Respondents exposed to a vacancy of a well-known company ($M = 2.61, SD = .58$) were significantly more engaged than respondents exposed to a vacancy of an unknown company ($M = 2.2, SD = .69$). No significant effects were found in the specific information condition for familiarity on level of engagement.

Furthermore, the level of engagement scale included two yes/no questions in the questionnaire. The first one was: “Do you want to be kept informed about future vacancies of this company?” And the second one was: “Do you want to receive the newsletter of this company?” Results indicated that the majority did not want to be kept informed about future vacancies (67.5%) and that almost all the participants (97.0%) did not want to receive the newsletter of the company that offered the vacancy.

4.5 Overview of the results

The main focus of this study was to find out whether the use of scarcity and information specificity has an influence on one’s attractiveness toward the job advertisement and level of engagement and if their familiarity with the company moderates this. The results above showed significant effects between scarcity and the attractiveness toward text conciseness. Furthermore, information specificity had a significant main effect on the attractiveness toward text clarity, text conciseness, job, and company. And the main effect between familiarity and attractiveness toward the company and between familiarity and level of engagement was statistically significant. Additionally, some interaction effects were found. Results showed an interaction effect between scarcity and information specificity on the attractiveness toward the text clarity. Besides, an interaction effect was found between familiarity and information specificity on the attractiveness toward the job. And an interaction effect was found between familiarity and information specificity on the engagement of the respondents. Table 5 shows an overview of the drafted hypotheses.

TABLE 5. OVERVIEW OF THE DRAFTED HYPOTHESES

H#	Hypotheses	Result
H1	a) The use of scarcity in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the vacancy compared to no scarcity.	Rejected
	b) The use of scarcity in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the job compared to no scarcity.	Rejected
	c) The use of scarcity in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the company compared to no scarcity.	Rejected
H2	The use of scarcity in job advertisements offered via social networking sites leads to a higher level of potential job seekers' engagement compared to no scarcity.	Rejected
H3	a) Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the text clarity compared to general information.	Supported
	b) Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the text conciseness compared to general information.	Supported
	c) Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the vacancy compared to general information.	Rejected
	d) Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the job compared to general information.	Supported
	e) Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' attractiveness toward the company compared to general information.	Supported
H4	Information specificity provided in job advertisements offered via social networking sites leads to a higher level of potential job seekers' engagement compared to general information.	Partially supported
H5	a) Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' attractiveness toward the text clarity than when offered by an unknown organization.	Rejected
	b) Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' attractiveness toward the text conciseness than when offered by an unknown organization.	Rejected
	c) Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' attractiveness toward the vacancy than when offered by an unknown organization.	Rejected
	d) Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' attractiveness toward the job than when offered by an unknown organization.	Rejected
	e) Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' attractiveness toward the company than when offered by an unknown organization.	Supported
H6	Job advertisements offered by a well-known organization via social networking sites lead to a higher level of potential job seekers' engagement than when offered by an unknown organization.	Supported

5 DISCUSSION

Nowadays not only the internet but specifically social media are changing our world. There are barely studies that provide information about social media at a recruitment level (Sivertzen, Nilsen, & Olafsen, 2013; Trainor, Andzulis, Rapp, & Agnihotri, 2014). Since the growth of online and social media, it is critical for recruitment organizations to differentiate themselves from their competition. Increased understanding of job seekers' perceptions of job vacancies offered via social networking sites enables organizations to aim their recruitment goals more intently and outsmart their competition. Therefore, this study investigated which important aspects might trigger potential job seekers to become enthusiastic for a particular job. This was done through the manipulation of scarcity and information specificity. The aim of this study was to investigate whether the use of scarcity and information specificity in job advertisements offered via social networking sites, had a positive effect on one's attractiveness toward the job advertisement and level of engagement, and if the familiarity of the company played a role in this. This was done through an online experiment in which respondents were exposed to a job advertisement that was offered via the social networking site LinkedIn. Attractiveness was during this research divided into several sub-dimensions: Attractiveness toward text clarity, text conciseness, vacancy, job, and company. After the discussion of the findings, the practical implications, limitations of this study, and recommendations for future research are described. The chapter ends with a conclusion of the current research.

5.1 Discussion of the findings

The findings indicated that respondents were significantly more attracted toward the text clarity, text conciseness, job, and company in the specific information condition than in the general information condition. Besides, respondents were more engaged when information specificity was applied. Respondents were also more attracted toward the company when it is well-known compared to unknown. They were also more engaged toward a well-known company that offered a vacancy via social media than toward an unknown company. Interaction effects showed that it is especially important for unknown companies to use information specificity which leads to more attractiveness toward the job and to a higher level of engagement. The use of information specificity also leads to a (positive) significant effect of attractiveness toward the text clarity in the absence of scarcity.

First, the effects of information specificity will be discussed. Findings showed that making use of specified information within a job advertisement that is offered via social networking sites positively influences one's attractiveness. Except for the attractiveness toward the vacancy (there were no significant effects for that dimension), detailed information provided in the online advertisements positively influences one's attractiveness toward text clarity, text conciseness, job and company. Besides, findings showed a marginally positive effect on respondents' level of engagement. This is in line with Barber and Roehling (1993), who stated that detailed information in job advertisements influence applicant's intention to apply, because how informative an advertisement is, influences the perceived effectiveness of the vacancy. And attractiveness and engagement level are critical for job seekers in deciding whether or not to apply for a certain job.

More specifically, it does make sense that the more specified information is used, the more attracted respondents are toward the text clarity. Because the more detailed information in an advertisement, the more clearness. The same applies to the conciseness of the text. Findings indicate low means for the attractiveness toward the conciseness of the text. Because the more concise, the less clarity the text possesses. So when the advertisement includes lots of specified information, the less concise it becomes.

Another aim of this study was to investigate the effects of the scarcity principle. Findings showed some scarcity effects, but one has to be cautious about this, because of the fact that no significant effects were found for scarcity in the multivariate analysis of variance (MANOVA). However, results showed that respondents are more attracted toward the conciseness of the text in the online vacancy, in the absence of scarcity. The same applies to the attractiveness toward the company. When the scarcity principle will be left out, potential job seekers are more attracted toward the company (marginal). This is not in line with the theory of Cialdini (1987). He states that opportunities are seen as more valuable as they become less available. And that should be the reason why scarcity

works because people are afraid to lose their freedom. People hate it to lose their freedom and experience psychological reactance; they react psychologically by wanting the job more than in the first place (Cialdini, 1999).

However, an explanation why scarcity had (coincidentally) a negative or no effect during this research, is because most of the respondents did not even notice that the scarcity principle was applied. Almost half of the respondents who received the advertisement including the scarcity principle did not agree with the fact that there was something stated above the vacancy, meaning that they did not see it at all. So the findings of this research are not totally uneven with Cialdini because most of the people were not aware of it so it was not even possible to have the feeling that they might lose something. Another explanation for the negative effects of scarcity might be the fact that most of the respondents (86.9%) were highly educated and it might be that those respondents were familiar with the principle of scarcity as a persuasion tactic. The scarcity heuristic can backfire when people are aware of it which leads to a negative impact. And when the respondents during this research suspected that they were being manipulated by scarcity to persuade them, they might deliberately resist (Parker & Lehmann, 2011).

Besides, the effects of the moderator familiarity will be discussed. A distinction was made between a well-known (Grolsch) and an unknown (Davo Bieren) company that offered a vacancy via the social networking site LinkedIn. The findings showed that respondents are clearly more attracted toward the company when it is well-known. This is in line with the theory of Aaker (1991), who states that familiarity leads often to liking because people assume there is a reason why a company name is familiar and this will lead to positive feelings. Besides, Cable and Turban (2001) state that a company's familiarity is a predictor of the company's reputation. And Rynes, Bretz and Gerhart (1991) make clear that general company reputation is a crucial factor when consumers are assessing their comparison with the firm during their application process. When a student receives two or more job offers, 80% accepted the job which includes the highest rated organization (Lawler, Kuleck, Rhode, & Sorenson, 1975).

Findings also showed that respondents are more engaged toward a well-known company compared to an unknown company. This is partially in line with Backhaus and Tikoo (2004). They point out that the reputation of the firm is an important factor when consumers are assessing their comparison with the firm or the way in which they are engaged with the company. Since the organization's familiarity is a crucial factor in defining the organization's reputation, there can be stated that when a company is well-known, people do compare themselves a lot more with the company than when it is unknown. Besides, it is possible that applicants are aware of the fact that their 'friends and connections' on social networking sites are familiar with the well-known company. Therefore they are more willing to share it because they know, since familiarity leads to liking, that there is a stronger chance that others will be more interested in a well-known company than an unknown company.

Finally, the interaction effects between the different variables of this research will be discussed. This must be done with caution as well, since no significant effects were found for interactions in the multivariate analysis of variance (MANOVA). However, the ANOVA analysis showed three interaction effects that occurred. First, findings showed an interaction effect for scarcity and information specificity on the attractiveness toward the text clarity. Again, conclusions could only be made with caution, since no multivariate effects were found for scarcity. However, it turns out that the use of information specificity affects one's attractiveness toward the text clarity in the absence of scarcity. In other words, when the scarcity statement is left out, respondents exposed to a job advertisement including specific information were clearly more attracted toward the text clarity than respondents exposed to a job advertisement that only offers some general information. Meaning that if recruiters leave the scarcity principle out, they have to make use of specific information to maximize the clarity of the text. An explanation could be that people might be (unconsciously) distracted by the scarcity principle that was stated in the advertisement and therefore thought the advertisement was less clear. Information specificity appears to have no effect on one's attractiveness toward the text clarity in the presence of scarcity. Nevertheless, results showed that if the job advertisement only does consist of some general information, respondents were more attracted toward the text clarity in the presence of scarcity, compared to the absence of scarcity (marginal). So it turns out that scarcity could have a (positive) effect, but only in the absence of information specificity. A possible explanation might be that job seekers' need for information is higher when specific information is left out, so they are more affected by the scarcity principle that is stated in the vacancy, but also in an unconscious way. Given the fact that almost half of the respondents in the scarcity condition did not notice the statement at all. Or, the possibility is there, that the interaction effect was originated out of coincidence.

Second, it turned out that it is for both a well-known and an unknown company important to use specific rather than general information in their vacancies. Respondents were more attracted toward the job when exposed to specific information compared to general information. The effect of information specificity on the attractiveness toward the job is even more pronounced when the advertisement is offered by an unknown company compared to a well-known company. Meaning that especially for an unknown company it is critical to use specified information to maximize potential job seekers' attractiveness toward the job.

Finally, it is also of great importance for unknown organizations to use specific information when looking at potential job seekers' willingness to share the vacancy (level of engagement). It turns out that information specificity does not have an influence on one's level of engagement when the job advertisement is offered by a well-known company, but for an unknown company it definitely does. Findings showed that respondents' level of engagement is higher if an unknown organization uses specific rather than general information in their advertisements. A possible explanation for this could be that individuals are only willing to share the vacancy if they have enough information about the company because they do not want to share something that could be unnecessary or useless. When a well-known organization offers a job advertisement, they are already familiar with the company and may, or may not, be interested in the vacancy beforehand.

5.2 Practical implications

First, findings suggested that recruitment companies better could leave the scarcity statement out when offering job advertisements via social media, because the possibility is there that potential job seekers do not notice it at all and if they do notice it, it might backfire. When people suspect they are being manipulated by a heuristic to persuade them, they might deliberately resist it which leads to a negative impact (Parker & Lehman, 2011) and this might also lead to a negative impact for the company's reputation. However, Cialdini (1989) states that scarcity does work because people would have the feeling that the offer is unique or scarce, and that they might lose their freedom. So if recruitment companies would like to apply the scarcity principle, a recommendation is to apply it in absence of information specificity, then it could have a positive effect. However, an additional analyses is done in which the people who did not notice the scarcity statement have been left out. Findings still showed no significant effects for scarcity on potential job seekers' attractiveness toward the advertisement or level of engagement.

Second, the findings supported the expectations that the more specificity used in an advertisement, the higher the level of potential job seekers' attractiveness and level of engagement. Meaning that recruiters should use specified, detailed information in their advertisements because this leads to more attractiveness toward the text clarity, conciseness, job, and company. Besides, potential job seekers are more willing to share the vacancy if they are provided with more information and that will help the recruiters to reach a broader target group. However, it turns out that it is of more importance for unknown companies than for well-known companies to use specific rather than general information. The increase in attractiveness toward the job is greater for unknown companies than for well-known companies when making use of specific information, but potential job seekers are especially way more engaged when an unknown company offers a vacancy including specific compared to general information. In fact, information specificity does not have an effect at all on respondents' level of engagement when offered by a well-known company, the willingness to share the vacancy is approximately even.

Third, recruiters have to keep in mind that information specificity does not have an impact on the attractiveness toward the text clarity if the scarcity principle is applied. Meaning that potential job seekers think the text clarity is equally clear for specified or general information in the presence of scarcity. But when the scarcity principle is left out, they are clearly more attracted toward the clarity of the text if information specificity is applied compared to general information. So a suggestion for recruiters is, again, to leave the scarcity principle out and make use of specified information if they want the text of the vacancy to be perceived as most clearest.

5.3 Limitations and future research directions

The first limitation is the source of doubt whether the target population was really that involved. Respondents were aware of the fact that they were participating in an experimental research, meaning that their answers could have varied from answers of job seekers in real-life settings. The outcome of this research was that scarcity did not (positively) influences one's attractiveness toward the job advertisement or level of engagement, but perhaps in real-life setting it does.

The fact that the manipulation of scarcity was not perceived by the respondents as intended, can be considered as another limitation of this study. Lots of respondents did not notice the scarcity statement above the vacancy and therefore, it was actually impossible to get significant results from that. However, results showed a significant effect concerning scarcity. That could have been a coincidence, or respondents might have been unconsciously affected by the principle of scarcity, without being aware of it. A recommendation for future research is that if one wants to examine the principle of scarcity used in recruitment, to make it notable and outstanding, in order to be easily noticed by the respondents.

Finally, the differences between the conditions might have affected the responses of the respondents. People exposed to the short vacancy (only including some general information) might have read the advertisement more precise than people exposed to the specific vacancy, because it simply takes more time and effort to read a specific advertisement more precisely. A suggestion for future research is perhaps to measure the time duration of filling in the questionnaire as an extra variable. And then check whether the differences in time duration within one condition also lead to different outcomes.

5.4 Conclusion

Since the growth of online and social media, it is critical for recruitment organizations to differentiate themselves and outsmart their competition. The current research investigated to what extent scarcity and information specificity in job advertisements offered via social networking sites affected one's attractiveness toward the job advertisement and level of engagement and if it mattered if a well-known or an unknown company offered that vacancy. It is important for recruiters to keep in mind that the use of specified information within job vacancies is critical, because that will lead to a higher level of potential job seekers' attractiveness toward the advertisement. Besides job seekers' level of engagement will be higher which will help recruitment companies to reach more people. However, findings suggested that those implications are especially important for unknown organizations, since potential job seekers' level of attractiveness and engagement is much higher when exposed to specific rather than general information, compared to well-known organizations. Future research is needed to dive further into the factors that might influence job seekers' intention to apply for a particular job. The principle of scarcity could for example further be examined, or other factors that might predict an organization's reputation could be investigated.

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APPENDICES

Appendix A: Job advertisements

Condition 1: no specified information + no scarcity + unknown company



DAVO Bieren

1 w



VACATURE COMMUNICATIE ADVISEUR

Over de functie

DAVO Bieren is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat vooral om externe samenwerking met relevante partner en het betreft een functie van 36 uur per week.

Functie eisen

Wij zoeken een startende communicatie adviseur die pro-actief is en zelfstandig kan werken.

Wij bieden

DAVO Bieren biedt een uitdagende functie op HBO/WO niveau, een marktconform salaris, flexibele werktijden en een prettige werkkring.

Het bedrijf

DAVO Bieren is een bijzondere onderneming dat is opgericht in 2012 met een uitgesproken visie. DAVO Bieren is deel van een inspirerend netwerk waarbij het geloof in bier centraal staat.

Interesse? Mail dan je motivatie en CV naar vacatures@davobieren.nl



Condition 2: no specified information + scarcity + unknown company



DAVO Bieren

1 w



Let op: dit is de laatste plek binnen ons team. Reageer dus snel voor deze unieke kans!

VACATURE COMMUNICATIE ADVISEUR

Over de functie

DAVO Bieren is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat vooral om externe samenwerking met relevante partner en het betreft een functie van 36 uur per week.

Functie eisen

Wij zoeken een startende communicatie adviseur die pro-actief is en zelfstandig kan werken.

Wij bieden

DAVO Bieren biedt een uitdagende functie op HBO/VO niveau, een marktconform salaris, flexibele werktijden en een prettige werkkring.

Het bedrijf

DAVO Bieren is een bijzondere onderneming dat is opgericht in 2012 met een uitgesproken visie. DAVO Bieren is deel van een inspirerend netwerk waarbij het geloof in bier centraal staat.

Interesse? Mail dan je motivatie en CV naar vacatures@davobieren.nl





DAVO Bieren

1 w

...

VACATURE COMMUNICATIE ADVISEUR

Over de functie

DAVO Bieren is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat daarbij om een extern georiënteerde functie waarbij jij pro-actief de samenwerking zoekt met relevante partners en het betreft een functie van 36 uur per week. Werkdagen zijn in overleg vast te stellen, maar waarschijnlijk maandag, dinsdag, woensdag, vrijdag en donderdag om de week (i.v.m. bezetting).

Functie eisen

- Minimaal afgeronde HBO of WO opleiding;
- 0 tot 2 jaar ervaring met bovenstaande werkzaamheden;
- Zelfstandige werker die weinig begeleiding nodig heeft;
- Ervaring in het omgaan met stakeholders op board-niveau;
- Ervaring met het online- en offline ontwikkelen van communicatie campagnes;
- Uitstekende communicatieve vaardigheden;
- Een pro-actieve persoon die overtuigend en sturend optreedt;
- Een klantgerichte netwerker die impact weet te realiseren;
- Out-of-the-box mentaliteit.

Wij bieden

- Een uitdagende functie op HBO/WO-niveau;
- Een pionierende rol bij een aantrekkelijk, onderscheidend en snelgroeiend merk;
- Een brutosalaris tussen de 3816 en 5450 per maand o.b.v. 40 uur exclusief vakantie geld (wij hebben geen 13e maand);
- Flexibele werktijden waardoor je zowel thuis als op kantoor alle faciliteiten hebt om je werk goed te kunnen doen;
- Een prettige werkkring met een uitstekende werkgever en een informele en dynamische werksfeer;
- Een breed scala aan ontwikkel- en doorgroeimogelijkheden;
- Een zeer goede pensioensregeling.

Het bedrijf

DAVO Bieren is meer dan een sterk merk en een aansprekend product. Het is een bijzonder bedrijf opgericht in 2012 met een uitgesproken visie. Daarbij staat het geloof in bier centraal. DAVO Bieren vindt haar oorsprong in Deventer en het eerste bier van DAVO Bieren werd gebrouwen met behulp van Brouwerij Rodenburg in Rha: Hoppenblond.

Het benodigde kapitaal voor de financiering van het project is bijeengebracht met crowdfunding, kleine en grotere investeringen van vooral Deventenaren. DAVO Bieren brouwt uitsluitend bier en richt zich op het premium segment van de markt. Het innovatief en creatief vermogen van DAVO Bieren is aanzienlijk.

Geïnteresseerd? Solliciteer dan voor 10 december naar vacatures@davobieren.nl.

De sollicitatiegesprekken vinden plaats in de 3e week van december.





DAVO Bieren

1 w

...

Let op: dit is de laatste plek binnen ons team. Reageer dus snel voor deze unieke kans!

VACATURE COMMUNICATIE ADVISEUR

Over de functie

DAVO Bieren is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat daarbij om een extern georiënteerde functie waarbij jij pro-actief de samenwerking zoekt met relevante partners en het betreft een functie van 36 uur per week. Werkdagen zijn in overleg vast te stellen, maar waarschijnlijk maandag, dinsdag, woensdag, vrijdag en donderdag om de week (i.v.m. bezetting).

Functie eisen

- Minimaal afgeronde HBO of WO opleiding;
- 0 tot 2 jaar ervaring met bovenstaande werkzaamheden;
- Zelfstandige werker die weinig begeleiding nodig heeft;
- Ervaring in het omgaan met stakeholders op board-niveau;
- Ervaring met het online- en offline ontwikkelen van communicatie campagnes;
- Uitstekende communicatieve vaardigheden;
- Een pro-actieve persoon die overtuigend en sturend optreedt;
- Een klantgerichte netwerker die impact weet te realiseren;
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Wij bieden

- Een uitdagende functie op HBO/WO-niveau;
- Een pionierende rol bij een aantrekkelijk, onderscheidend en snelgroeiend merk;
- Een brutosalaris tussen de 3816 en 5450 per maand o.b.v. 40 uur exclusief vakantie geld (wij hebben geen 13e maand);
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- Een breed scala aan ontwikkel- en doorgroeimogelijkheden;
- Een zeer goede pensioensregeling.

Het bedrijf

DAVO Bieren is meer dan een sterk merk en een aansprekend product. Het is een bijzonder bedrijf opgericht in 2012 met een uitgesproken visie. Daarbij staat het geloof in bier centraal. DAVO Bieren vindt haar oorsprong in Deventer en het eerste bier van DAVO Bieren werd gebrouwen met behulp van Brouwerij Rodenburg in Rha: Hoppenblond.

Het benodigde kapitaal voor de financiering van het project is bijeengebracht met crowdfunding, kleine en grotere investeringen van vooral Deventenaren. DAVO Bieren brouwt uitsluitend bier en richt zich op het premium segment van de markt. Het innovatief en creatief vermogen van DAVO Bieren is aanzienlijk.

Geïnteresseerd? Solliciteer dan voor 10 december naar vacatures@davobieren.nl.

De sollicitatiegesprekken vinden plaats in de 3e week van december.



Condition 5: no specified information + no scarcity + well-known company



Grolsch

1 w



VACATURE COMMUNICATIE ADVISEUR

Over de functie

Grolsch is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat vooral om externe samenwerking met relevante partners en het betreft een functie van 36 uur per week.

Functie eisen

Wij zoeken een startende communicatie adviseur die pro-actief is en zelfstandig kan werken.

Wij bieden

Grolsch biedt een uitdagende functie op HBO/WO niveau, een marktconform salaris, flexibele werktijden en een prettige werkkring.

Het bedrijf

Grolsch is een wereldberoemd biermerk. Het is een bijzondere onderneming met een boeiend verleden van 400 jaar en een uitgesproken visie. Grolsch is deel van een inspirerend en internationaal netwerk waarbij het geloof in bier centraal staat.

Interesse? Mail dan je motivatie en CV naar vacatures@grolsch.nl



Condition 6: no specified information + scarcity + well-known company



Grolsch

1 w

...

Let op: dit is de laatste plek binnen ons team. Reageer dus snel voor deze unieke kans!

VACATURE COMMUNICATIE ADVISEUR

Over de functie

Grolsch is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat vooral om externe samenwerking met relevante partners en het betreft een functie van 36 uur per week.

Functie eisen

Wij zoeken een startende communicatie adviseur die pro-actief is en zelfstandig kan werken.

Wij bieden

Grolsch biedt een uitdagende functie op HBO/WO niveau, een marktconform salaris, flexibele werktijden en een prettige werkring.

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Grolsch

1 w

...

VACATURE COMMUNICATIE ADVISEUR

Over de functie

Grolsch is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat daarbij om een extern georiënteerde functie waarbij jij pro-actief de samenwerking zoekt met relevante partners en het betreft een functie van 36 uur per week. Werkdagen zijn in overleg vast te stellen, maar waarschijnlijk maandag, dinsdag, woensdag, vrijdag en donderdag om de week (i.v.m. bezetting).

Functie eisen

- Minimaal afgeronde HBO of WO opleiding;
- 0 tot 2 jaar ervaring met bovenstaande werkzaamheden;
- Zelfstandige werker die weinig begeleiding nodig heeft;
- Ervaring in het omgaan met stakeholders op board-niveau;
- Ervaring met het online- en offline ontwikkelen van communicatie campagnes;
- Uitstekende communicatieve vaardigheden;
- Een pro-actieve persoon die overtuigend en sturend optreedt;
- Een klantgerichte netwerker die impact weet te realiseren;
- Out-of-the-box mentaliteit.

Wij bieden

- Een uitdagende functie op HBO/WO-niveau;
- Een pionierende rol bij een aantrekkelijk, onderscheidend en snelgroeiend merk;
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Grolsch brouwt uitsluitend bier en richt zich op het premium segment van de markt. Het sterke merk Grolsch staat daarbij centraal. Het innovatief en creatief vermogen van Grolsch is aanzienlijk. De Grolsch organisatie is professioneel, krachtig en flexibel. Naast het commerciële succes kenmerkt Grolsch zich door goede financiële resultaten, door het feit dat zij een gerespecteerd en aantrekkelijk werkgever is en door een grote maatschappelijke betrokkenheid. Grolsch is een dochteronderneming van Asahi.

Geïnteresseerd? Solliciteer dan voor 10 december naar vacatures@grolsch.nl.

De sollicitatiegesprekken vinden plaats in de 3e week van december.

Condition 8: specified information + scarcity + well-known company



...

Let op: dit is de laatste plek binnen ons team. Reageer dus snel voor deze unieke kans!

VACATURE COMMUNICATIE ADVISEUR

Over de functie

Grolsch is per direct op zoek naar een communicatie adviseur die het merk verder kan ontwikkelen. Het gaat daarbij om een extern georiënteerde functie waarbij jij pro-actief de samenwerking zoekt met relevante partners en het betreft een functie van 36 uur per week. Werkdagen zijn in overleg vast te stellen, maar waarschijnlijk maandag, dinsdag, woensdag, vrijdag en donderdag om de week (i.v.m. bezetting).

Functie eisen

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- 0 tot 2 jaar ervaring met bovenstaande werkzaamheden;
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- Ervaring in het omgaan met stakeholders op board-niveau;
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- Een pro-actieve persoon die overtuigend en sturend optreedt;
- Een klantgerichte netwerker die impact weet te realiseren;
- Out-of-the-box mentaliteit.

Wij bieden

- Een uitdagende functie op HBO/WO-niveau;
- Een pionierende rol bij een aantrekkelijk, onderscheidend en snelgroeiend merk;
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- Een breed scala aan ontwikkel- en doorgroeimogelijkheden;
- Een zeer goede pensioensregeling.

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Geïnteresseerd? Solliciteer dan voor 10 december naar vacatures@grolsch.nl.

De sollicitatiegesprekken vinden plaats in de 3e week van december.



Appendix B: Manipulation check

Stel u voor, u bent werkzoekende in het werkveld communicatie of u bent werkzaam in het werkveld communicatie en staat open voor een nieuwe uitdaging. Beantwoord de volgende vragen aan de hand van bovenstaande vacature.

Scarcity

1. Dit aanbod is exclusief.
 - ☐ Totaal niet mee eens
 - ☐ Niet mee eens
 - ☐ Neutraal
 - ☐ Mee eens
 - ☐ Totaal mee eens
2. Wanneer ik dit aanbod zie, heb ik de neiging om direct te reageren.
 - ☐ Totaal niet mee eens
 - ☐ Niet mee eens
 - ☐ Neutraal
 - ☐ Mee eens
 - ☐ Totaal mee eens
3. Wanneer ik dit aanbod zie, krijg ik het gevoel dat het een unieke kans is.
 - ☐ Totaal niet mee eens
 - ☐ Niet mee eens
 - ☐ Neutraal
 - ☐ Mee eens
 - ☐ Totaal mee eens

Information specificity

4. Deze vacature biedt mij exact de informatie die ik nodig heb.
 - ☐ Totaal niet mee eens
 - ☐ Niet mee eens
 - ☐ Neutraal
 - ☐ Mee eens
 - ☐ Totaal mee eens
5. De informatie in deze vacature is specifiek genoeg.
 - ☐ Totaal niet mee eens
 - ☐ Niet mee eens
 - ☐ Neutraal
 - ☐ Mee eens
 - ☐ Totaal mee eens
6. Ik mis gedetailleerde informatie over het bedrijf/de baan bij het zien van deze vacature. *
 - ☐ Totaal niet mee eens
 - ☐ Niet mee eens
 - ☐ Neutraal
 - ☐ Mee eens
 - ☐ Totaal mee eens

Familiarity

7. Het bedrijf dat deze vacature aanbiedt is bekend in mijn ogen.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

Appendix C: Attractiveness scale

Stel u voor, u bent werkzoekende in het werkveld communicatie of u bent werkzaam in het werkveld communicatie en staat open voor een nieuwe uitdaging. Beantwoord de volgende vragen aan de hand van bovenstaande vacature.

Clarity text

8. De vacaturetekst is duidelijk.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

9. De schrijfstijl van deze vacaturetekst spreekt mij aan.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

10. Alles wat ik normaal gesproken in een vacature wil lezen staat hier ook in.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

Conciseness text

11. De inhoud van deze vacaturetekst is beknopt.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

12. De vacaturetekst is lang.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

13. De vacaturetekst is kort.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

Vacancy

14. De vacature oogt aantrekkelijk.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

15. De vacature is overzichtelijk.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

16. De vacature heeft een mooie lay-out.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

Job

17. Deze baan past goed bij mij.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

18. Het werk klinkt interessant.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

19. De werkomstandigheden bij deze baan zijn goed.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

20. Deze baan is uitdagend.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

Company

21. Dit is een bedrijf waar ik voor zou willen werken.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

22. Dit is een aantrekkelijk bedrijf om voor te werken.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

23. Wanneer dit bedrijf vacatures aanbiedt ben ik geneigd om te solliciteren.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

24. Normaal gesproken zou ik NIET voor dit bedrijf solliciteren. *

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

Appendix D: Engagement range scale

25. Na het lezen van deze vacature op sociale media, wil ik dit bedrijf graag ‘volgen’.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

26. Na het lezen van deze vacature op sociale media, ben ik geneigd om meer informatie over dit bedrijf op te zoeken.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

Beantwoord de vragen 27, 28 en 29 naar aanleiding van het volgende:

Als ik zelf niet geïnteresseerd zou zijn in deze vacature, zou ik:

27. Mijn vrienden erop wijzen.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

28. De vacature delen op mijn LinkedIn, Facebook of Twitter pagina.

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

29. Er verder niets mee doen. *

- ☐ Totaal niet mee eens
- ☐ Niet mee eens
- ☐ Neutraal
- ☐ Mee eens
- ☐ Totaal mee eens

30. Wilt u op de hoogte worden gehouden van toekomstige vacatures van dit bedrijf?

- ☐ Ja
- ☐ Nee

31. Wilt u in het vervolg de nieuwsbrief van dit bedrijf ontvangen?

- ☐ Ja
- ☐ Nee

Appendix E: Demographic questions

1. Wat is uw geslacht?

- ☐ Man
- ☐ Vrouw

2. Wat is uw leeftijd?

_____ jaar

3. In welke provincie woont u?

- ☐ Groningen
- ☐ Friesland
- ☐ Drenthe
- ☐ Overijssel
- ☐ Gelderland
- ☐ Flevoland
- ☐ Utrecht
- ☐ Noord-Holland
- ☐ Zuid-Holland
- ☐ Noord-Brabant
- ☐ Limburg
- ☐ Zeeland

4. Wat is uw hoogst afgeronde opleiding?

- ☐ Basisonderwijs
- ☐ LBO
- ☐ VMBO/MAVO
- ☐ MBO
- ☐ HAVO
- ☐ VWO
- ☐ HBO
- ☐ Universiteit

5. Momenteel bent u?

- ☐ Werkzaam
- ☐ Werkzaam maar ik sta open voor een nieuwe uitdaging
- ☐ Werkzoekende
- ☐ Studerende

6. Hoeveel sollicitaties verstuurt u gemiddeld per week?

- ☐ Geen
- ☐ 1-2
- ☐ 3-4
- ☐ 5-6
- ☐ Meer dan 6

7. Hoe belangrijk vindt u de manier waarop een vacature is opgesteld?

- ☐ Helemaal niet belangrijk
- ☐ Niet belangrijk
- ☐ Neutraal
- ☐ Belangrijk
- ☐ Zeer belangrijk

Control question (only for condition 2,4,6 and 8):

Boven de vacature stond de tekst: "Let op: dit is de laatste plek binnen ons team. Reageer dus snel voor deze unieke kans!" Klopt dit?

- ☐ Ja
- ☐ Nee