CHAPTER 6

DISCUSSION AND CONCLUSION

6.1 Discussion of Findings

The findings from both study 1 and study 2 help in getting a better understanding of how the different manipulations in the design features of E-recruitment website trigger perceptions of quality of the website, credibility of the message propagated, attractiveness of the employer and intention of the job-seekers to apply for job vacancies advertised through the E-recruitment websites in different manner. A comparative analysis of the findings from both the studies has been presented in the subsequent sections. In study 1, the participants were active job-seekers who are on the verge of entering the job market. With respect to the phase I analysis (MANOVA), it is observed that depending on whether the preview-mode is text-based or audio-visual, perceptions of organizational attractiveness and intention to apply are different. For the type of testimonial (positive or realistic), only intention to apply is found to be different. Testimonial-source (company-dependent or company-neutral) is observed to cause difference in perceptions of organizational attractiveness and intention to apply. None of the design manipulations is found to have any main effect on perceived quality and perceived credibility.

In study 2, the participants were active job-seekers who are already employed and currently working. Here too, it was observed that preview-mode has a significant main effect on organizational attractiveness and intention to apply, but not on perceived quality and credibility. Testimonial content however was found to have significant effect on perceived credibility of the message, along with organizational
attractiveness and intention to apply. Testimonial-source on the other hand has significant main effect for organizational attractiveness as observed in study 1, but it is not found to cause any difference in intention to apply as in study 1. Instead it is found to have noticeable effect on perceived quality. In terms of the two way interactions, difference in findings can be observed once again. While in study 1 it is observed that two-way interaction between preview-mode and testimonial-type is significant on attractiveness and intention to apply, it is found to be significant on perceived credibility only in study 2. As for preview-mode and testimonial-source, it is found that they have significant interaction effect on firm attractiveness in study 1 and on perceived quality in study 2. The two-way interaction between testimonial-type and testimonial-source is found to be significant on attractiveness and intention to apply in study 1, while the same is significant only on perceived quality in study 2.

With respect to the three-way interaction between preview-mode, testimonial-type and testimonial-source, both study 1 and study 2 findings are same, i.e., the interaction is significant for all the outcome variables of interest. This simply suggests that the manipulations have a significant effect on all four outcome variables only when they are considered altogether. For instance, the two-way interaction between preview-mode and testimonial-type has a significant effect on perceived quality and perceived credibility depending on the origin/ source of the testimonial (company dependent or company neutral). This provides indication of possible benefit of implementing all three manipulations simultaneously in E-recruitment websites to garner positive perceptions among job-seekers. The profile plots suggest further that for active job-seekers who are still students, testimonial-content are not cause for any marked difference in attractiveness and intention to apply as long as the preview-mode is audio-visual and testimonial-source is company-neutral. However, for active
job-seekers with work experience, attractiveness and intention to apply are highest for
the website with audio-visual corporate preview, realistic testimonial and company-
neutral testimonial-source. This difference in attitude towards testimonial-content
may be because novice job-seekers may consider company-neutral platforms alone to
be convinced of the credibility of an online recruitment message, while an
experienced job-seeker may need more convincing before judging the honesty of a
message and hence realistic employee testimonials are given more importance by
experienced job-seekers compared to novice job-seekers. There is also some evidence
that job-seekers do not process job-related information heuristically, but they do so in
a systematic manner and form their perceptions after critical appraisal of the
information presented through the E-recruitment websites, which is better explained
through Phase II analysis.

The phase II (MANCOVA) analysis sheds more light on the process of attitude
formation of job-seekers in a systematic manner. Both perceived quality and
perceived credibility are observed to exert significant main effects on organizational
attractiveness and intention to apply in study 1 as well as study 2. Therefore, the
phase II analysis indicates evidence of perceptions of credibility and quality to be
antecedent attitudes, while attractiveness perceptions and intention to apply appear as
the outcomes of the antecedent attitudes. In case of study 1, it is observed that
preview-mode and testimonial-source have significant main effect on organizational
attractiveness as well as intention to apply, while testimonial-type is found to have
significant main effect on only intention to apply. For study 2, main effect of preview-
mode and testimonial-source are significant for only organizational attractiveness,
while testimonial type does not demonstrate any main effect on either attractiveness
or intention to apply. A look at the two-way interactions shows that for study 1, the
joint effects of preview-mode and testimonial-type and that of testimonial-type and testimonial-source are significant for both organizational attractiveness and intention to apply, while the joint effect of preview-mode and testimonial-source is significant for only organizational attractiveness. In study 2, two way interaction between preview-mode and testimonial-type and that between preview-mode and testimonial-source are not significant on either attractiveness or intention to apply and that between testimonial-type and testimonial-source is significant for both the outcome variables. Once again, the three way interactions are significant for both the outcome variables in study 1 as well as study 2. This gives further indication for possible benefit of implementing all three manipulations simultaneously in E- recruitment websites to garner positive perceptions among job-seekers.

The phase III (ANCOVA) results further justified the logic of systematic information processing among job-seekers. In study 1, it is observed that only organizational attractiveness is a significant covariate of intention to apply, while perceived quality and perceived credibility are not. Preview-mode, testimonial-type and testimonial-source are all significant predictors of intention to apply, but the powers and effect sizes are not very high. The two-way interaction is significant for only preview-mode and testimonial-source (p < .05) but the power and effect size values are very low (Power = .651, effect size = .012). In contrast the three way interaction demonstrates significant (p < .01) effect with high power (.946) and moderate effect size (.08). This indicates that if manipulations are provided together, job-seekers’ intention to apply is statistically more significant than when provided one or two at a time. Study 2 shows that perceived quality (p < .01, power = .898) and perceived credibility (p < .01, power = .894) are significant predictors of intention to apply along with organizational attractiveness (p < .01, power = 1.000).
The fact that study 1 and study 2 phase III analyses yielded different results in terms of effect of perceived quality and perceived credibility on intention to apply suggests that job-seekers with less or no experience may be less willing to consider the quality and credibility aspect of the job advertisement to form their intention to apply. In contrast those already employed may consider all aspects related to a job advertisement- the website’s quality, the message’s credibility etc. to develop their intention to apply. In both study 1 and 2, higher attraction of the firm as a potential employer served as a common predictor of higher intention to apply. In study 2, the main effect of the manipulations was found to be significant only for preview-mode \( (p < .05, \text{power} = .826) \) while the two-way interaction effect was significant for only testimonial-type and testimonial-source \( (p < .01, \text{power} = .946) \). The three way interaction, once again was found to be significant at 95 % confidence level with statistically significant power (.832).

However, if we pay attention to the profile plot analyses for Study 1 and study 2, some important implications can be drawn. For the MANOVA profile plots, it is observed that in case of study 1, the organizational attractiveness is highest when the website has audio-visual previews and company-dependent sources while the testimonials can be either positive or realistic. If the same is provided through a company neutral channel, then also the same result follows. This indicates that organizational attractiveness is affected mostly by the preview of the firm and not on the type or source of testimonial. As for intention to apply, it is highest when job advertisements with text or audio-visual preview are posted through company dependent sources and realistic or positive testimonials. However, if the same is posted through a company neutral channel, then the combination of audio-visual previews and realistic testimonial works best. Since in the MANOVA study 1, the
treatments do not have any significant effect on perceived quality and credibility, hence profile plot analyses for these two constructs do not have any significance. On the contrary, in study 2, perceived quality and credibility are also significantly affected by the treatment manipulations. Irrespective of whether the source is company dependent or company neutral, perceived quality and perceived credibility are highest when testimonials are realistic and previews are audio-visual. Same is the case for organizational attractiveness and intention to apply. This goes on to confirm that considering the possibility of heuristic information processing, for job-seekers who are novice or with less work experience, the end attitudes of attraction and intention to apply are most dominant, while the perceptions of quality and credibility do not interfere in their decision making. Whereas, in case of experienced job-seekers, the processing happens taking into account all the aspects of attitude formation.

Once again, for the MANCOVA study 1, it is observed that audio-visual previews are the major catalyst behind the job-seekers’ perception of a firm’s attractiveness. In case of Intention to apply, if the source is company dependent, job-seekers have considered realistic job-previews a major reason for them to consider applying for jobs, and this intention gets manifest even more, if the source is company-neutral. However, in MANCOVA study 2, it is observed that if source is company dependent, then attractiveness is highest for positive testimonial and audio-visual preview, while if source is company neutral, then attractiveness is highest for realistic testimonial and audio-visual preview. As for intention to apply, realistic testimonials and either text or audio-visual previews are favorable combinations if the testimonial-source is company-dependent. However, if the source is company-neutral, then positive testimonials are considered most suited and preview-mode appears to be next in line to be seriously considered. This suggests that in case of both novice and experienced
job-seekers, the behavioral and affective attitude formation will depend mainly on the presence of realistic testimonials if the advertisement is posted through company owned websites.

The ANCOVA study 1 profile plots also confirm the fact that if the testimonial-source is company dependent, there is a need for providing realistic job previews more so than providing a audio-visual corporate preview, though it also leads to higher intention to apply compared to text-based preview. In case of company-neutral testimonial-source, the best combination is once again the website with audio-visual preview and realistic testimonial. In study 2, it is observed that in case of company dependent source, realistic job-previews once again create the highest intention to apply. The preview-mode can be either textual or audio-visual. For company-independent source, a similar impact is noticed. This suggests that irrespective of the experience level of job-seekers, a combination of realistic testimonial and audio-visual preview can be most effective if the source is a company-neutral one.

The phase IV analysis for moderation and mediation yielded slightly different results for study 1 and study 2. While in study 1, organizational attractiveness was found to mediate the path between perceived quality and intention to apply only, in study 2, it was found to partially mediate the paths from perceived quality and intention to apply as well as that from perceived credibility to intention to apply. As for the moderating effects, in study 1, the treatments were found to have no significant moderating impact on the relationship between perceived quality and organizational attractiveness. However, testimonial-type (positive/ realistic) and testimonial-source (company-dependent/ company independent) demonstrated significant moderating effect on credibility-intention to apply relationship. As for study 2, preview-mode was found to moderate the relationship between perceived quality and intention to apply
while testimonial-type and testimonial-source were found to significantly moderate the credibility-intention to apply relationship as in study 1. The results from phase IV suggest that job-seekers first judge the credibility and quality of E-recruitment websites, which leads them to form perception of employer attractiveness and then culminates in their intention to apply. These routes of perception formation are dependent on the type of corporate preview, the content of employee testimonial and the source of the advertisement.

The phase V analysis basically tried to identify the best combination of all the three manipulations to trigger optimum level of intention to apply. From study 1 post-hoc tests, it is found that treatment conditions 7 (audio-visual corporate preview, positive employee testimonial and company-neutral testimonial source) and 8 (audio-visual corporate preview, realistic employee testimonial and company-neutral testimonial source) are the best designs as perceived by novice job-seekers for invoking the highest desire to apply. In study 2, treatment 8 is found to be way ahead of all the other treatments, while treatment 7 is at a distant second best. Therefore, there is indication that the treatment 8 combination of website manipulation may be the best E-recruitment website design to attract potentially better applicants in a competitive talent acquisition scenario.

6.2 Societal and Managerial Implications

The above research can be of major significance in context of developing nations such as India and China (Chatterjee, 2007). By 2020, India will provide 250 million workers to the world labor pool at a rate of 18 million workers/ year, as per latest projections by the United Nation’s World Population Prospects (2010). Add to that, the fact that almost half of India’s current population is less than 25 years in age will
make it a hub for the young and dynamic workforce of future. Come 2050, India is going to have over 250 million more workers than China and 500 million more than USA. Keeping in mind the importance of India’s labor force and its role in India’s future role in world economy, it is necessary that studies be conducted to understand how the internet is influencing the Indian labor market.

This paper suggests certain actions that need to be taken to draw attention of job seekers towards E-recruitment as their preferred job search medium. As is evident from the findings, treatment 8 is the most effective website to trigger favorable responses from active job-seekers, be it students or working employees. Web-developers and Human Computer Interaction (HCI) designers may wish to conduct experiments in similar lines to enhance the replicability of this study. HR managers need to understand that attracting talent through online media needs to be given more thought to make sure that their firm can project itself as the most desirable employer in the eyes of job-seekers. Hence, clear policies should be made to showcase employee testimonials and corporate previews in more appealing forms.

As for the use of company independent sources of job related information, third party job-blogs are yet to make a mark in Indian E-recruitment industry, though the potential seems to be bright for such endeavors. This opens up fresh opportunities for e commerce entrepreneurs who wish to be in this business following in the footsteps of Glassdoor.
Figure 83. Sample website showing treatment 8 manipulations

However, there may be issues regarding the extent to which neutral platforms can ensure the credibility of the information posted through such channels. For example,
what if anonymous reviewers post malicious and fraudulent content out of some personal grudge against any employer? The solution to nullify such event lies in the degree to which third party job-blogs would go to authenticate identity of a user and in their readiness to take legal actions against those who misuse the forum. Glassdoor provides a detailed list of its responsibilities and vigilance to keep any unhealthy discussion off their blog space through their privacy policies and terms and conditions. Future business ventures should keep such intricacies in mind if they wish to appeal to credibility perceptions of job-seekers in proper light. A sample website featuring treatment 8 manipulations is shown below to guide HR managers in modifying the design deficiencies of their E-recruitment platforms (refer to Figure 83).

6.3 Limitations and Future Directions

It is the researcher’s sincere hope that the problem of low credibility associated with E-recruitment channels can be successfully addressed by following the propositions stated in this paper. Further empirical validation of the same is required for strengthening the arguments posed in this article. The researchers welcome members of research community to make efforts towards empirically investigating the study hypotheses and lend substance to the claims laid herein. However, these claims are not without their limitation.

While the existing theoretical and empirical evidence do point towards the requirement for use of RJP s and blogs in online career WebPages, it may not be absolutely mandatory since ‘job’ as product has its unique appeal that is missing in traditional products and services. Often jobseekers may overlook such cues if they are in desperate need for employment and all they want is a job. It is only when there is a
sustainable talent acquisition issue arises supplemented by shortage of adequate skilled workers, that the issue of talent hunt and competition to hire the best will arise. Hence the framework may not hold good in a market, where job is a crisis, not jobseekers. Having said so, we believe that the second scenario is going to prevail in the coming decades based on the population projections available at this time. Hence, considering the changing dynamics of global workforce, research in this area should be given due importance. Furthermore, the study being experimental in design, there is lack of external validity. A more comprehensive attempt may be made to examine more job-seekers from different industry sectors to enhance internal validity of the findings. Comparison may be made between students from the top 10 institutions vis. a vis. those students studying at the lower ranked colleges. Comparisons may also be made between online recruitment websites of government (public enterprises) firms and private firms to see whether job-seekers perceive them differently.
Appendix I:

Positive Employee Testimonial at ECS Website

The ECS Culture
At ECS, we work towards creating opportunities to realize organizational goals as well as individual goals. With continuous job enrichment, skill and knowledge enhancement opportunities we help our employees match their personal values and goals. We make room for innovations by providing our teams with the freedom to overcome the task on hand. This has also helped us to improve service quality, organizational performance and customer satisfaction. By encouraging our employees to express their views freely, we strive to create an open door culture.

We are a listening and caring organization. We understand that best minds need rightful and careful nurturing. We have a unique culture where we give every individual a space to nurture its own dreams into reality. Our human resource work with shared goals and rightful synergy to build an environment that attracts the best and inspires them to deliver their best. We have one of the best remuneration policies and incentive structures in the industry not only for the sales team, but also for the operations team to encourage their efforts equally. We ensure an open, ethical environment that fosters a high degree of respect towards each and every team member. ECS is proud to establish itself as a leading technology company.

Infrastructure
Our infrastructure is the backbone that enables us to glide into the future smoothly. Apart from making room for our future needs, tracking the changing needs of our consumers and communities also plays significant role in shaping our infrastructure. It also helps us to extend our functionality and support. One of India’s most sophisticated LCD Hemp room for LCD & HDD repair and print/paper plans to realize e-waste management plant are the best examples of realization of our thoughts. By investing in future technology, we aim to augment the delivery of integrated and seamless IT solutions. We aim to establish ourselves as the prominent force providing entire gamut of technology sales, service and e-waste management solutions.

Employee Testimonials

Aditya Sharma
Senior Strategic Consultant
Recycling
"Right from the very beginning, the ECS management has shown in me immense faith, confidence and support. Each day at ECS comes with newer opportunities and exciting challenges, which motivate me to dream big and perform better. Overall, it has been a wonderful journey being part of ECS."

Sanjesh Singh
IT Data Recovery
"I joined ECS as a fresher who was a complete newcomer to this industry one year back. Now I can call it..."
Appendix II

Realistic Employee Testimonial at ECS Website

The ECS Culture
At ECS, we work towards creating opportunities to realize organizational goals as well as individual goals. With continuous job enrichment, skill and knowledge enhancement opportunities we help our employees match their personal values and goals. We make room for innovations by providing our teams with the freedom to overcome the task on hand. This has also helped us to improve service quality, organizational performance and customer satisfaction. By encouraging our employees to express their views freely, we strive to create an open door culture.

We are a listening and caring organization. We understand that best minds need rightful and careful nurturing. We have a unique culture where we give every individual a space to nurture its own dreams into reality. Our human resource work with shared goals and rightful synergy to build an environment that attracts the best and inspires them to deliver their best. We have one of the best remuneration policies and incentive structures in the industry not only for the sales team, but also for the operations team to encourage their efforts equally. We ensure an open, ethical environment that holds a high degree of respect towards each and every team member. ECS is poised to establish itself as a leading technology company.

Infrastructure
Our infrastructure is the backbone that enables us to glide into the future smoothly. Apart from making room for our future needs, tracking the changing needs of our customers and communities also pays significant role in shaping our infrastructure. It also helps us to extend our functionality and support. One of India’s most sophisticated LCD clean room for LCD & HOD repairing and project plans to realize e-waste management plant are the best examples of realization of our thoughts. By investing in future technology, we aim to augment the delivery of integrated and seamless IT solutions. We aim to establish ourselves as the prominent force providing entire gamut of technology sales, service and e-waste management solutions.

Employee Testimonials
Sanjit Singh
IT Data Recovery
Pros –
• Very Open Work Culture
• Own your own growth
• Supportive Top management
• Cons –
• Lack of team work
• Culture lacks the fun element

Addi Varaha
Strategy Consultant, Recycling
Pros –
• Friendly Environment
• Learning opportunities
• Good canteen
• Place to built career
• Cons –
• Overtime load
• Variable shifts
• ega clash
• Lack of creativity
Appendix III:

Link to Company Neutral source for Employee Testimonial at ECS Website
Appendix IV:
Website of Company Neutral Source Hosting ECS Employee Testimonials
Appendix V:

Audio-visual Corporate Preview of ECS
Appendix VI

Authorization Letter

The ICFAI University
(Established under Section 8(3) of
The ICFAI University Act, 2003)

Rajawali, Selaqui,
Central Hope Town, Selaqui,
Dehradun - 248197
Uttarakhand
Ph.: 0135 – 2593009, 2593010
Fax: 0135 – 2593013

October 17, 2012

TO WHOMSOEVER IT MAY CONCERN

Mr. Pratyush Banerjee (Registration Number- 08IFHY508) is a Doctoral Research Scholar at The ICFAI University Dehradun Uttarakhand. He is pursuing Doctorate in Philosophy (Ph.D) with specialization in Human Resources Management.

The title of his thesis is “Factors affecting Urban Indian Job Seeker’s Perceptions towards Online Job Advertisements”.

The data collection part of his thesis includes collecting the responses of the final year students in the branches of engineering, management and law enrolled at institutes in India through an experimental design based survey.

The students will be requested to view the corporate website of a fictitious organization and then asked to fill up a questionnaire survey regarding their perceptions towards the career page of the site.

The responses will be taken purely for academic purpose and will be used only for research work. It is assured that the anonymity of respondents will be strictly maintained at all stages of the study.

The support of the institute management in facilitating the responses and inputs of the students to complete the data collection process will be genuinely appreciated.

Yours sincerely,

Dean
IIBS Business School
Dehradun.
Appendix VII

Study Questionnaire

Please consider the following scenario

Eco-Tech Concepts & Solutions Ltd. (ECS), a management and technical consultancy firm providing strategic solutions to organizations for developing eco-friendly IT solutions and electronic goods recycling is hiring graduates and post-graduates in the field of technology and management. ECS is conducting a study to understand how user-friendly its new website will be perceived by its viewers.

A. At first, kindly fill in the blanks:

1. Name: ___________________________________________________________

2. Date: __________________________

3. Mobile Number (10 digits): __________________________

4. Name of University/ Institute: ______________________________________

5. Kindly mention your gender: Male________ Female ________

6. Kindly state your age group –
   <20 Years ☐ 20-25 Years ☐ 26- 30 years ☐ >30Years ☐

7. What is your highest Educational qualification? (Mention only completed ones)
   Undergraduate_____ Graduate_____ Post graduate_____ Other Qualifications ____

8. What is your educational specialization? (Mention specialization for highest qualification)
   Engineering (B.E./B.Tech.) ☐ MBA/BBA ☐ BBALLB ☐ Others (Science/ Arts/ Commerce) ☐

9. Previous work experience (if any):
   <1 year ____ 1-2 years _____ 2-3 years____ >3 years______

10. For how long have you been using internet in job searching:
    <1 year ____ 1-2 years _____ 2-3 years____ 3-4 years_____ >4 years______

11. In which of the following online job portal(s) have you registered and uploaded your CV/ Resume? (Please tick in the boxes provided. You may tick on more than one box)
    Monster.com ☐ Naukri.com ☐ TimesJobs.com ☐ Shine.com ☐ Others ☐
B. Now, kindly pay attention to the website of the firm as visible in the screen. Based on your perceptions about the information provided in the ‘About Us’ section about the Firm’s objectives and operations, please state the extent to which you agree with the statements listed below:

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The website looks easy to navigate/surf</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>2. The information given about the Firm in the site is clear and understandable</td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3. The website has a competent and professional look</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4. The design is appropriate to the type of the website</td>
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<tr>
<td>5. The website creates a positive experience for me</td>
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<tr>
<td>6. The overview of the Firm looks attractive and interesting</td>
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<tr>
<td>7. The links and pages are easy to use for searching job vacancies and learning about the Firm</td>
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<tr>
<td>8. It seems easy to learn how to operate this website on my own</td>
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</tbody>
</table>

C. In the ‘Join Us’ section of the website read details about the jobs advertised by the firm and then read testimonials from its existing employees. Based on these information, please respond to the questions listed below (circle the appropriate option):

1. How **believable** did you feel was the information presented in this webpage?
   - 1 Not at all
   - 2 somewhat
   - 3 cannot say
   - 4 Moderately
   - 5 Completely

2. How much **in-depth** did you feel was the information presented in this webpage?
   - 1 Not at all
   - 2 somewhat
   - 3 cannot say
   - 4 Moderately
   - 5 Completely

3. How **fair/honest** did you feel was the information presented in this webpage?
   - 1 Not at all
   - 2 somewhat
   - 3 cannot say
   - 4 Moderately
   - 5 Completely

4. How **accurate** did you feel was the information presented in this webpage?
   - 1 Not at all
   - 2 somewhat
   - 3 cannot say
   - 4 Moderately
   - 5 Completely
D. Please indicate your degree of agreement with the following statements:

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. For me, this company would be a good place to work</td>
<td></td>
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<tr>
<td>2. This company is attractive to me as a place for employment</td>
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<tr>
<td>3. I would consider a job at this company very appealing to me</td>
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<tr>
<td>4. I am interested in learning more about this company</td>
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<tr>
<td>5. I would like to accept a job offer from this company</td>
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<tr>
<td>6. If this company invited me for a job interview, I would go</td>
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<tr>
<td>7. I would recommend this company to my friends looking for a job</td>
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</tbody>
</table>

E. Now, please indicate your level of agreement with the following questions to complete this questionnaire (circle in the appropriate place)

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I would rather like to watch videos than read text to get information on a topic</td>
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<tr>
<td>2. I think the employees said true things about their organization in the testimonials</td>
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</tr>
<tr>
<td>3. I believe contents posted in blogs and social networking sites such as FaceBook/Twitter are honest and true</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

------------Thank you for your time------------