

Employer Branding and Recruitment Advertisement in the Digital Age

How can employers utilize social media to attract the desired talent?

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Abstract

With the ongoing “war for talent” in contemporary society, more and more organizations start to realize the value of employer branding in attracting competent talent. Hiring and retaining talented employees is crucial to a firm’s competitive advantages. Companies, as a consequence, invest substantially in human resources management, in order to develop appealing employer branding through a variety of recruitment activities. In this study, we investigated the impact of online employer branding on jobseekers’ perceptions. More specifically, we studied the role of interactivity and information richness of the recruitment advertisement in affecting a company’s employer attractiveness and potential candidates’ application decision. An online experiment was conducted in a cross-country setting. The sample (n = 607) consists of 174 Koreans, 136 Chinese and 297 Americans. The results suggest that interactivity and information richness of the recruitment advertisement, as well as brand awareness and country of origin, play an important role in employer branding. In particular, a strong impact of brand awareness on perception and behavior of potential applicants was observed, which suggests the critical role of brand awareness in the context of employer branding. Also, high-informative messages were found to be more effective in creating a favorable perception of the employer with low brand awareness. In addition, the perceived favorability of the employer and intention to pursue employment among the Chinese respondents were found to be higher than that of the US respondents on the well-known US employer, which confirmed the existence of the country of origin effect in the context of employer branding. The results imply that for the employers with low brand familiarity, it is critical to establish corporate brand awareness among the target audiences prior to developing an employer brand. Further, given the differences observed in the participants across the countries, employers are recommended to develop localized recruitment strategies that take regional characteristics of job seekers into account. This implies that it is important for companies to acquire a good understanding of the local talent in terms of their interest and concern when seeking future employers.

Keywords: employer branding, recruitment advertisement, employer attractiveness, brand awareness, social media recruitment.

Table of Contents

Abstract	I
1. Introduction	1
2. Theoretical framework	6
2.1: Employer Branding and Recruitment Advertisement	6
2.2 Recruitment Advertisement and Employer Attractiveness	8
2.3 Recruitment advertisement with Social Media	10
2.3.1 Interactive social media advertisement in recruitment	12
2.3.2 Informative social media advertisement in recruitment	13
2.4 Moderating effect of Brand awareness on Employer attractiveness	14
2.5 The role of country of origin on Employer attractiveness	16
3. Method	20
3.1 Research design	20
3.2 Sample	22
3.3 Respondents	24
3.4 Procedure	27
3.5 Measurements	28
3.6 Manipulation Check	30
3.7 Data Analysis Process	31
4. Results	36
4.1 The role of recruitment advertisement in employer attractiveness and application intention.	36
Interactivity of recruitment advertisement	36
Information richness of recruitment advertisement	36
4.2 The role of brand awareness in employer attractiveness and application intention.	37
4.3 The role of country of origin in employer attractiveness and application intention	38
4.3.1 Country Analysis: Korea	39
4.3.2 Country Analysis: China	40
4.3.3 Country Analysis: US	41
4.4 Additional Results	43
4.5 The role of employment state of mind in employer attractiveness and application intention.	45
4.6 Robustness Check	45

5. Discussion	47
5.1 Theoretical implications	47
5.2 Managerial Implications	50
6. Conclusion	54
6.1 Summary	54
6.2 Limitations	55
6.3 Future research	58
References	60
Appendices	76
Appendix A: Questionnaires	76
Appendix A1: Questionnaire Korean	76
Appendix A2: Questionnaire Chinese	90
Appendix A3: Questionnaire English	103
Appendix B: Conditions	116
Appendix B1: Conditions Korean	116
Appendix B2: Conditions Chinese	124
Appendix B3: Conditions English	132
Appendix C: Overview of Items	140
Appendix D. Further Tables	142

1. Introduction

Human resources are a critical factor in determining an organization's competitive advantage (Barber, 1998; Breaugh, 1992; Rynes, 1991). Companies like Google, Microsoft and Apple do not only attract talent by capital and market position alone, but make great effort to establish themselves as top employers. In order to hire and retain the best talent in a competitive labor market, it has become increasingly important for employers to distinguish themselves as a unique entity leveraging on an attractive employer brand (Sivertzen, Nilsen, & Olafsen, 2013).

Employer attractiveness can be determined by various factors, such as the individual applicants' expectation, characteristics and culture fit with the employer's image (Backhaus & Tikoo, 2004; Cable & Judge, Person-organization fit, job choice decisions and organizational entry, 1996; Schneider, 1987). The employer image mainly relies on individuals' general perception and attractiveness of the company (Gardner, Erhardt, & Martin-Rios, 2011). To improve an organization's attractiveness and to engage the best talent, companies need to have positive brand reputation (Cappelli & Keller, 2014). The importance of brand reputation in the product market has long been illustrated by existing studies (Aaker, 1996; Keller, 1993). In recent years, with increasing competition in the talent market, companies pay more attention to their 'employer' reputation to attract the desired talents (Cable & Turban, 2003; Eversheds Sutherland, 2017; Fishman, 1998; Sivertzen et al., 2013). The impact of brand reputation on human resource management has also been addressed in literature: The more favorable a brand is perceived, the more likely it is to attract potential employees (Hieronimus, Schaefer, & Schröder, 2005).

Prior literature commonly defines employer branding as the process of creating a distinct identity through factors such as values, benefits, policies and working environment in order to differentiate an employer from its competitors (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004; Sivertzen et al., 2013). Effective employer branding creates competitive advantage through lower employee turnover, higher employee engagement and satisfaction at work (Miles & Mangold, 2004). Elvin et al. (2012), suggest that employees are more drawn to the organizations that actively showcase its employer branding in their recruitment strategy.

The conventional process of recruitment can be segmented into three phases: attract job applicants; retain applicants' interest in the company; and ultimately influence application decisions (Barber, Recruiting employees: Individual and organizational perspectives., 1998). The initial phase of attracting potential applicants is especially critical due to its effect on the subsequent stages (Rynes, 1991; Rynes & Barber, 1990). A study by Collins and Stevens (2002) claimed that advertisements and online communication could effectively create favorable perception of a company among job seekers that in turn increases its employer attractiveness and fosters talent attraction (Collins & Stevens, The relationship between early recruitment-related activities and the application decision of new labor- market entrants: A brand equity approach to recruitment, 2002). In particular, with the continuous rise in internet and smartphone usage, more and more companies recognize the potential benefits of online channels for advertisement and brand management (Barnes, Lescault, & Augusto, 2014).

The integration of social media with human resource management has become widespread (Brown & Vaughn, 2011; Roth, Bobko, Van Iddekinge, & Thatcher, 2013). Organizations are actively adopting social media as a platform to showcase its employer branding and recruitment advertisements (Davison et al., 2011; Sivertzen et al., 2013). Furthermore, the diverse functions of social media made it possible to achieve various organizational objectives, such as employee recruitment and retention by adopting the new platform for their recruitment strategies (Davison, Maraist, & Bing, 2011). For instance, employers are inclined to post their job vacancies on social media channels such as LinkedIn, Twitter and Glassdoor to search for potential candidates (The McQuaig Institute, 2016). To effectively promote these career opportunities and the employer branding, organizations also create various types of content, ranging from videos to interactive games for talent engagement. Furthermore, employers' increasing interest in the use of social media has been further shown in a study by Jobvite (2014), which found that over 70 percent of firms were keen to allocate more resources to recruitment on social media platforms in 2015 than the previous years. In parallel, the rise of social media in employer branding and hiring activities have been reciprocated by talent, as almost 60 percent of job seekers discover the organization culture through its social media activities (Jobvite, 2016).

Several empirical studies investigated and concluded the positive effect of an employer's social media activities on jobseekers' perceptions and application intention (Katiyar & Saini, 2016; Kissel & Büttgen, 2015; Sivertzen et al., 2013). Although, there is

still insufficient evidence to conclude the direct impact of social media on employer branding, its effectiveness in facilitating high-level engagement and creating a critical bond between jobseekers and employers has been proven by several studies (Kent, 2010; Saffer, Sommerfeldt, & Taylor, 2013; Sivertzen et al., 2013). In addition, social media enables direct communication among the extensive network of users (Boyd & Ellison, 2008). This allows the employers to identify and target both active and passive jobseekers, who were not reachable otherwise. In turn, it also gives opportunities to jobseekers to gain more insight and knowledge of the employer through both direct interaction and supplementary information online (Sivertzen et al., 2013).

Despite the many studies on the integration of social media in corporate branding (Laroche, Habibi, Richard, & Sankaranarayanan, 2012; Yan, 2011; Zhang & Lin, 2015), a gap remains when it comes to the role of social media in employer branding and, more specifically, recruitment activities. Most studies on recruitment examined the value of traditional media channels, such as static websites, word of mouth and newspaper advertisements (Allen, Mahto, & Otondo, 2007; Birgelen, Wetzels, & Dolen, 2008; Collins & Han, 2004). Only recently, several studies investigated the role of social media in corporate recruitment and examined how employer's social media activities affect the formation of brand image and corporate reputation (Katiyar & Saini, 2016; Kissel & Büttgen, 2015; Sivertzen et al., 2013). These studies acknowledge the importance of social media in affecting employer branding and conclude that companies should actively engage in social media usage (Katiyar & Saini, 2016; Kaur, Sharma, Paur, & Sharma, 2015; Kissel & Büttgen, 2015; Sivertzen et al., 2013). However, in these studies, social media is often considered as a media 'platform', that facilitates the communication between the jobseekers and potential employers. Rather than studying the effect of different types of content or activities on social media, most research evaluate the effectiveness of social media altogether as one of the media platforms for employer branding (Kaur, Sharma, Paur, & Sharma, 2015; Kissel & Büttgen, 2015; Sivertzen et al., 2013). Thus, there is a lack of research on how social media should be adopted to communicate recruitment messages and on how different online communication strategies influence jobseekers' attitude as well as behavior.

Diverse types of social media activities enable organizations to tailor communication strategies to achieve their specific recruitment goals. An earlier study by Katiyar and Saini (2016) suggests that each type of social media content (i.e., entertaining, informative and

interactive) has a different level of effect on employer brand awareness, employer brand attractiveness and perceived job attributes. However, different from Katiyar and Saini's article, which studied the impact of social media marketing on brand equity, this paper aims to investigate the role of social media advertisement in employer attractiveness which is a critical precursor of successful employer branding. This context is highly relevant as social media marketing has become an increasingly popular tool to attract and recruit talent (Berthon et al., 2005; Collins & Stevens, 2002; Davison et al., 2011; Katiyar & Saini, 2016; Sivertzen et al., 2013). In addition, the study brings advancements by evaluating the effectiveness of social media advertisements depending on different types of content. The research will examine how different levels of interactivity and information richness of social media advertisement influence employer attractiveness. These two factors play critical roles in influencing the public's attitudes and behavior towards corporate advertisements (Coyle & Thorson, 2001; Taylor, Lewin, & Strutton, 2011; Vries, Gensler, & Leeflang, 2012).

In addition, this paper aims to investigate the effect of brand awareness on the relationship between an organization's social media advertisements and employer attractiveness. Brand awareness is identified as an important antecedent of a successful employer branding (Cable & Turban, 2001; Collins & Kanar, 2013). Several marketing studies suggest that consumers are more likely to identify and purchase products from brands with higher awareness (Aaker, 1996; Keller, 2003; Percy & Rossiter, 1992). As with consumers, Collins and Stevens (2002) concluded that awareness of the company will increase jobseekers' application intention. Moreover, even when an individual has no specific association to a brand, he or she is still likely to favor the brand with the higher familiarity (Pae, Samiee, & Tai, 2002). Therefore, it is logical to examine the role of brand awareness in the context of employer branding through social media. The results may provide relevant implications with respect to how to develop recruitment strategies more effectively, based on the company's level of awareness.

Lastly, there is still a lack of understanding on how the employer brand affects job seekers' perceptions of an organization in a cross-national context. With an increasing interconnectedness among countries, many large corporations have expanded their businesses across multiple nations (Sengupta, 2014). Such transformation of global conglomerates has created millions of new jobs abroad, and in turn, domestic employers are facing increasing competition against international organizations for scarce talent (Froese, Vo, & Garrett,

2010). In particular, it was reported that many large US corporations, such as Procter and Gamble, have over 70 percent of employees working at overseas affiliates (Jackson, 2017). Given the global popularity and high awareness of the US brands among consumers, it is likely that well-known US brands are perceived as attractive employers in various job markets as well. Thus, this study examined employer branding in a cross-country context, in order to understand the influence of the country of origin in overseas talent recruitment and employer attractiveness. The findings may imply whether the international employers should leverage on the country of origin as a unique selling point to engage local talent and build employer brand.

2. Theoretical framework

2.1: Employer Branding and Recruitment Advertisement

A brand is a name, style, or representation that enables a company to be identified and distinguished from competitors (Cascio, 2014). Branding provides meaningful differences in products and services to consumers, and effectively influences their knowledge on company and purchase intention (Cascio, 2014). The importance of brand in the product market has been confirmed by several studies. The findings revealed that the public is more attracted to a company with a favorable brand. There is a significant benefit derived from a firm's successful brand management (Keller, 1993; Kotler & Keller, 2009).

The integration of brand marketing and human resources was first studied by Ambler and Barrow (1996). The authors argued that a company should not only deliver a value proposition to consumers, but also to potential employees. The organization's corporate brand identity and its marketing activities must be in parallel with their human resource strategy as an employer (Ambler & Barrow, 1996). The authors defined the term 'employer branding' as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (p. 187). The definition suggests that an employer brand should provide diverse benefits to employees, similar to how consumers derive satisfaction from a product brand. Also, analogous to a corporate brand, an employer brand is able to establish unique characteristics and positioning in the mind of the target audience (Ambler & Barrow, 1996). Thus, the strength of an employer brand is evaluated by the (potential) employees' perceived importance of the values provided by the company and how the organization distinguishes itself from other employers.

An early research on employer branding by Backhaus and Tikoo (2004) highlighted a transformation of brand management in relation to human resources. The authors suggested that the concept of employer branding is based on the fundamental belief that qualified talent adds value to the company and results in competitive advantages (Backhaus & Tikoo, 2004). The study defines employees as critical resources to an organization and refers to employer branding as the unique personality of the brand that differentiates the company. The employers can create this distinction by providing an attractive working environment and benefits that enable the company to attract and retain the best applicants (Backhaus & Tikoo, 2004; Sivertzen et al, 2013).

A more recent development of research on employer branding has extended its realm to a variety of branding activities that attract, hire and retain the talent (Mosley, 2007; Davies, 2008). The newly broadened definition comprises of the collective effort made by an organization to develop the employer brand and promote it through various recruitment advertisements. These activities include building a career website, referral tool, online advertisement and social media recruitment, which enables employers to identify and engage applicants for successful hiring (Sutherland, Torricelli, & Karg, 2002). Organizations conduct various recruitment practices to attract talent in the early stages of hiring (Baum & Kabst, 2014). Past recruitment research suggests that jobseekers' impression of employer image is likely to be influenced by recruitment activities (Allen et al., 2004; Baum & Kabst, 2014; Collins & Stevens, 2002). Barber (1998) explained that an individual's early employment pursuit motivation is created by exposure to hiring efforts by companies. When individuals encounter an organization's recruitment activity and job information, they will start forming perceptions of an employer and decide whether to continue with an application to a particular organization. The description by Barber (1998) is closely aligned with classic recruitment theory, which suggests that employer attractiveness is determined by both objective information, such as job and organization characteristics, and subjective factors, such as brand image and culture fit (Allen et al, 2004; Behling, Labovitz, & Gainer, 1968). Thus, it is not only important to establish an employer brand that creates a distinct brand image and reputation, but also to actively communicate employer-related information through recruitment advertisements, which plays a vital role in achieving successful human resource management.

The company's recruitment activities provide crucial information to jobseekers to assess potential employers and identify their choices to further pursue (Allen et al., 2004; Gatewood et al., 1993; Williamson, Cable & Aldrich, 2003). Several scholars highlighted the significant impact of recruitment advertisements on an individual's perceived employer reputation (Collins, 2007; Gatewood et al., 1993; Van Hove & Lievens, 2007). Collins and Stevens (2002) mentioned that through the implementation of several recruitment strategies, such as advertisements and event sponsorship, companies are able to improve potential employees' perceived awareness, reputation and job attributes. Also, the communication of employer information is imperative as jobseekers' perceptions of companies are often founded on employer knowledge and beliefs (Barber & Roehling, 1993; Cable & Turban,

2003). While the existing research discusses the impact of recruitment advertisements on multiple variables (i.e. employer awareness, reputation, knowledge), the focus of this study will be on the effectiveness of recruitment advertisements on employer attractiveness and application intention.

2.2 Recruitment Advertisement and Employer Attractiveness

Employer attractiveness is a concept that has become prominent within the subject of employer branding (Ambler, 2000; Ambler & Barrow, 1996; Gilly & Wolfenbarger, 1998; Ambler T. , 2000; Ewing, Pitt, De Bussy, & Berthon, 2002). The success of an employer brand is reflected on a company's ability to attract qualified talent (Kissel & Büttgen, 2015). Several authors described organizational attractiveness as an individual's view of a specific company as a favorable and potential place for employment (Berthon, Ewing, & Hah, 2005; Highhouse, Lievens, & Sinar, Measuring attraction to organizations., 2003; Ehrhart & Ziegert, 2005). Collins and Stevens (2002) suggested that organizational attractiveness is associated with an individual's favorable attitudes towards the company on a superficial level, as these feelings tend to be more instinctive and unconscious.

Research on employer attractiveness has commonly focused on the reason why people are drawn to certain employers, by studying both tangible and intangible attributes that could affect an individual's preference (Aaker, 1997; Cable & Turban, 2003; Highhouse et al., 2003; Highhouse & Lievens, 2003). Regardless of academic fields, both symbolic and instrumental values are widely agreed to be the factors that determine employer attractiveness (Backhaus & Tikoo, 2004; Cable & Turban, 2001; Keller K. , 1998; Lievens & Slaughter, 2016; Mosley, 2007). Symbolic attributes include the individual's perceived human characteristics of an employer, such as a company being 'luxurious', 'family-oriented' or 'premium'. The instrumental values consist of utilitarian benefits provided by the company, such as salary, promotion opportunities and location (Lievens, 2007; Lievens & Highhouse, 2003).

In marketing literature, organizational attractiveness is often evaluated by the brand equity, which includes brand familiarity and knowledge (Backhaus & Tikoo, 2004; Cable & Turban, 2001; Mosley, 2007). Psychology literature approaches the concept of attractiveness by identifying particular traits of an organization that appeals to individuals (Highhouse et al.,

2003; Rentsch & McEwen, 2002; Van Hove & Lievens, 2007). In recruitment research, organizational attractiveness is closely associated to the factors that motivate a jobseeker's application intention (Allen et al., 2007; Van Hove & Lievens, 2007). Although, each field explores employer attractiveness from different angles, the common objective is to identify key dimensions that affect the organizational attractiveness, and how it brings positive impact on the employer brand, talent recruitment and holistic human resource management.

Various studies have shown the empirical result that illustrates the importance of employer attractiveness in achieving stronger brand equity and applicant attraction (Berthon et al., 2005; Douglas, 2007; Wilden, Gudergan, & Lings, 2010). To establish favorable perception among job seekers and current employees, more organizations are actively promoting their strengths as employers through various recruitment activities (Saini, Rai, & Chaudhary, 2014). Given that employer attractiveness is founded on overall evaluation of a brand image, it is important to disseminate the information that is influential in forming job seekers' positive attitudes towards the company. Baum and Kabst (2014) suggest that information provided in recruitment activities has a positive effect on employer attractiveness. Recruitment advertisement through diverse channels, such as career websites, events and social media enable organizations to effectively provide essential information for the application decision and directly interact with potential employees. Increased familiarity and knowledge of the employer through recruitment activities will further improve the employer attractiveness and subsequently, job seekers' application intention (Cable & Turban, 2001; Collins, 2007; Gatewood, Gowan, & Lautenschlager, 1993).

Evidently, organizational attractiveness is shaped by multiple factors. For instance, brand familiarity (Gatewood et al., 1993, Lievens et al., 2005, Turban, 2001), media credibility (Cable & Yu, 2006) and corporate image (Kissel & Büttgen, 2015) are the few critical precedents that are found to have positive effect on employer attractiveness. Despite a wide variety of research in which attractiveness is studied, there is still limited empirical study in investigating key antecedents of employer attractiveness from the perspective of recruitment strategy. Furthermore, a growth of new marketing channels with the development of technology has opened new opportunities for hiring activities (Sivertzen et al., 2013). To increase the relevance of this study to current HR practices, this paper aims to investigate the role of a company's recruitment activities on social media, in influencing perceived employer attractiveness and application intention.

2.3 Recruitment advertisement with Social Media

Organizations distribute recruitment and employer information through diverse channels, such as printed advertisement, company websites or career events (Gatewood et al., 1993). In earlier studies, printed advertisement (Collins & Stevens, 2002) and career websites (Allen et al, 2007) were identified as two major sources of recruitment activities. However, with the development of technology, an increasing number of organizations are adopting more digitally advanced recruitment strategies. According to the Recruiter Nation Report, published by Jobvite (2016), recruiters identified company career websites (60 percent), applicant tracking systems (41 percent) and social recruiting (29 percent) as the three priorities of recruitment activities with the highest allocation of investment. The survey results clearly showed companies' increasing effort to transform recruitment practices digital and to promote more active online engagement. In addition, the emerging preference of online recruitment activities has been observed among employers. Evidence supports that the use of internet in recruitment increases the efficiency of the recruitment processes for both applicants and employers (Borstorff, Marker, & Bennett, 2005; Walker, Feild, Giles, Bernerth, & Short, 2011). For instance, an implementation of online application procedures, allows recruiters to share vacancies information, and applicants to search and apply for jobs at any time. In addition, the internet enables companies to provide a vast amount of information to a large group of potential employees, regardless of location in a cost-effective manner (Allen et al., 2004; Capelli, 2001; Cober, Brown, Blumental, Doverspike, & Levy, 2000; Cober, Brown, Keeping, & Levy, 2004; Kuhn & Skuterud, 2000).

The prevalent adoption of digital platforms in recruitment has also led to a rising interest in the use of social media in employer branding (Davison et al., 2011). Parallel to the increasing interest in social media among employers, more and more jobseekers are using social media to learn about organizations and career opportunities. According to the survey conducted by Jobvite (2016), 59% of American jobseekers use social media to gain information on the employers of their interest and 67% of them use Facebook for potential career opportunities. A number of recent studies have examined the impact of an employer's social media activities on jobseeker's perceptions and application intention (Katiyar & Saini, 2016; Kissel & Büttgen, 2015; Sivertzen et al., 2013). There is also an increasing academic interest in the effectiveness of social media in the human resource literature (Brown & Vaughn, 2011; Roth et al., 2013). Numerous empirical research has concluded that social

media plays a significant role in recruitment activities by creating an employer brand and attracting qualified talent (Berthon et al., 2005; Collins & Stevens, 2002; Davison et al., 2011; Katiyar & Saini, 2016; Sivertzen et al., 2013). An abundant amount of available information on the employers, has made it possible for potential candidates to evaluate their fit with an organization prior to making an employment decision (Elving et al., 2012). Furthermore, high interactivity and an extensive network of social media has allowed employers to create strong relationships with prospective employees through direct communication (Kent, 2010; Saffer, Sommerfeldt, & Taylor, 2013; Sivertzen et al., 2013).

Despite the growing popularity of social media in human resources, there are several concerns regarding the potential harm caused by the platform on the organization's employer brand (Gensler, Völckner, Liu-Thompkins, & Wiertz, 2013; Laroche et al., 2012). Social media facilitates large scale interaction between users and empowers everyone to be a content creator. In turn, brands no longer have total control over the content and communication, which makes them more vulnerable in an online environment (Fournier & Avery, 2011; Kuksov, Shachar, & Wang, 2013). Furthermore, an organization's use of social media for recruitment advertisement and employer branding, forces the brands to adopt interactive and open communication strategies (Simmons, Thomas, & Truong, 2010). Due to the collaborative nature of social media, employers find it increasingly challenging to maintain their authoritative role in brand creation and management (Kuksov et al., 2013; Wolf, Sims, & Yang, 2015).

Given the novelty of social media, its role in employer branding still requires extensive research for conclusive evaluation. A study by Kissel and Büttgen (2015) revealed that perceived employer information on social media has no significant effect on employer attractiveness. The authors argued that employer attractiveness is constructed based on a holistic evaluation of a company and not to be immediately determined by presentation of specific information. Furthermore, based on the current literature, only relatively weak evidence has been found to support the effectiveness of social media on application intention (Katiyar & Saini, 2016; Kaur, Sharma, Paur, & Sharma, 2015; Kissel & Büttgen, 2015). Although, a large number of studies have concluded that social media is a highly useful tool in attracting talent and building a favorable reputation (Backhaus & Tikoo, 2004; Collins & Stevens, 2002, Davison et al., 2011), no direct impact on jobseekers' behavior has been found. In order to discover the effective use of social media, which could reinforce its impact

on employer branding and recruitment, the following section will discuss the different types of content that companies can adopt in social media advertisements.

2.3.1 Interactive social media advertisement in recruitment

The development of social media has transformed the marketing communication process by enabling real-time interactive conversations between the users, regardless of time and location (Liu & Shrum, 2002; Pantelidis, 2010; Schmallegger & Carson, 2008). It provides a lot of opportunities for businesses to develop strong and meaningful relationships with their consumers (Durkin, Filbey, & McCartan-Quinn, 2014). Two-way communication and interactivity are the key components in the process of relationship building (Liu & Shrum, 2002). The online environment has allowed the individuals to take initiative in building and maintaining the engagement with companies by having autonomous power over communication (Bezjian-Avery, Calder, & Iacobucci, 1998; Yoon, Choi, & Sohn, 2008). Previous studies suggest that interactive communication is likely to increase the consumers' perceptions of companies' efforts in valuing and improving the customer relationships (Yoon et al., 2008). Furthermore, Kelleher (2009) suggest that more businesses are noticing the advantage of an interactive environment provided by social media in building favorable relationship with the target groups. However, a study by Hutton and Fosdick (2011) claimed that the users showed high preference towards passive online social activities over interactive content. For instance, one of the most popular online social activities was to consume online content, which hardly requires any participation from the users. The authors explained that such contrasting attitude towards interactive content might be due to users' unwillingness to invest cognitive effort in consuming and experiencing content (Hutton & Fosdick, 2011).

In marketing literature, it is argued that corporate communication becomes interactive when all stakeholders are actively participating to exchange the messages and benefit from processing the information provided on the platform (Lindberg-Repo, 2001). Proactive consumer involvement can be encouraged by interactive content, such as quizzes, competitions and games, which force the users to take instant action (Katiyar & Saini, 2016). For example, the integration of game-thinking in social media has become a powerful tool in the context of marketing and recruitment (Davison et al., 2011). More employers recognize the advantage of games to communicate the information to jobseekers in more fun and

engaging manner (Davison et al., 2011). The different levels of interactivity can be determined by the types of content, and research suggests that the degree of interactivity is positively related to the attitudes towards a brand (Coyle & Thorson, 2001; Vries, Gensler, & LeeFlang, 2012). Since the main objectives of advertisements on social media is to generate engagement and reaction from users, we propose that higher degrees of interactivity will solicit favorable attitudes towards the employer and behavioral change compared to the advertisements with low interactivity, such as a post with plain text.

***H1a:** A high interactivity in social media advertisement affects employer attractiveness and application intention positively.*

2.3.2 Informative social media advertisement in recruitment

The role of information in recruitment has been studied by several scholars which highlights its importance in talent attraction (Allen et al., 2004; Barber, 1998; Rynes, Bretz, & Gerhart, 1991). For instance, a study by Rynes and Miller (1983) concluded that candidates are more likely to follow up on their application if they are provided with more information. Allen et al. (2004) found that the amount of information has a direct influence on an individual's perceived satisfaction with a company's recruitment activity and also mediates the likelihood of applicant attraction. Similarly, Kanar et al. (2015) suggest that recruitment messages with high-information are more effective in reshaping jobseekers' attitudes towards the employer than low-information messages.

One of the key activities in an organization's recruitment is to disseminate information career opportunities and the employer (Popovich & Wanous, 1982). This information will help prospective employees to minimize the uncertainties associated with their future working place (Allen, Van Scotter & Otondo, 2004). Several theories have been adopted to explain an individual's information seeking behavior in recruitment research. Signaling theory suggests that when jobseekers have limited knowledge on a potential employer, they will utilize every available information to make prediction about their future career (Rynes, 1991; Spence, 1973). Davison et al. (2011) used the uncertainty reduction theory (Berger & Calabrese, 1975) to elaborate how individuals seek for information about employer and corporate characteristics to mentally equip themselves for the new job. Based on the findings, Collins and Han (2004) drew a conclusion that the success of recruitment

advertisements largely relies on the level of information provided and the effort made by jobseekers to process the information (Collins & Han, 2004). Thus, recruitment materials with sufficient information are more likely to have a positive impact on potential employees' attitudes towards the employer (Collins & Han, 2004). Detailed information on the job and organization attributes tend to improve employer attractiveness and application intention among talent by reducing their uncertainties (Allen et al., 2007).

Despite some studies focusing on the role of information in recruitment practices, there is very little research conducted in the context of recruitment through social media outlets. Katiyar and Saini (2016) examined the effectiveness of different types of social media activities (i.e., entertaining, informative and interactive) on brand equity (i.e., brand awareness, attraction, job attributes) and jobseekers' application intention. The authors found that informative content on social media activity showed great positive influence on application intention, with the mediating effects of employer brand equity (i.e., brand awareness, attraction, perceived job attributes). In addition, Kissel and Büttgen (2015) investigated the effect of perceived available information on the corporate image, as well as employer attractiveness, in the context of social media. The findings suggest that perceived available information in social networks has a significant positive influence on employer image, while there is no significant effect on employer attractiveness (Kissel & Büttgen, 2015). Thus, given the importance of information in existing literature, it is worthwhile to extend the context to social media, which is becoming more relevant and commonly used in recruitment. Information on employer and recruitment might play an even more significant role in this context, since social media enables organizations to share an infinite amount of information with no geographic boundaries. Furthermore, jobseekers in an online environment have more control over the information search and consumption, which might accentuate the importance of the information level (Allen et al., 2007).

***H1b:** A high information richness in social media advertisement affects employer attractiveness and application intention positively.*

2.4 Moderating effect of Brand awareness on Employer attractiveness

Brand awareness/familiarity is one of the key constructs to assess the brand strength, which is often referred to as brand equity (Wood, 2000). Research from consumer-based

brand equity theory defines brand awareness as “the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category” (Aaker, 1991). Scholars in the field of marketing have recognized brand awareness as an essential precursor to consumer’s brand knowledge. Without brand awareness, consumers have no information to create any associative memory to the brand, and therefore no perception is established on the brand (Cable & Turban, 2001). Aaker (1991) claimed that familiarity tends to increase the likability of the brand and provides a foundation to build their cognitive relationship. Various studies further support the argument by showing the positive relationship between brand awareness to brand equity and brand reputation. A study by Atilgan et al. (2005) concluded that the brand with a higher level of familiarity and favorability is more likely to create strong brand equity among consumers (Atilgan, Aksoy, & Akinci, 2005). In addition, several studies found the strong positive correlation between brand awareness and consumer’s perception and behavioral change, such as purchasing intention (Aaker, 1996; Keller, 2003; Percy & Rossiter, 1992).

In the context of employer branding, employer awareness is also identified as an important precedent of a successful employer brand (Cable & Turban, 2001; Collins & Kanar, 2013). Employer familiarity is defined as “the level of awareness that a jobseeker has of an organization” (Cable & Turban, 2001; Lemmink, Schuijf, & Streukens, 2003). It is described as a fundamental constituent of employer knowledge, which enables people to gather and process information about an organization (Theurer, Tumasjan, Welpe, & Lievens, 2018). Prior research considers familiarity as a desirable factor due to its positive influence on prospective employees’ perception and behaviors (Cable & Turban, 2001; Collins, 2007; Gatewood, Gowan, & Lautenschlager, 1993). Ambler and Barrow (1996) suggest that a company’s brand awareness is closely related to its reputation, and an organization with strong brand awareness is capable of hiring and retaining the best talent. Several studies in recruitment literature provided empirical result to illustrate the positive relationship between a company’s familiarity and its attractiveness as an employer. These studies have confirmed that potential applicants demonstrate more positive attitudes and behavior towards the company that they are familiar with, than to the organizations with no awareness (Cable & Turban, 2001; Turban & Greening, 1997).

Brand awareness is regarded as a critical factor in determining employer attractiveness and application intention (Cable & Turban, 2001; Collins, 2007; Gatewood,

Gowan, & Lautenschlager, 1993). Given its strong influence on individuals' attitudes and behavior, there is a potential moderating effect caused by brand awareness on the relationship between the company's recruitment advertisements on social media and perceived employer attractiveness. A study by Allen et al (2007) concluded that without preexisting brand awareness, additional information has limited effects on individuals' perception of an employer. The finding implies that the effectiveness of recruitment advertisements is likely to be higher for the well-known employers, and it is important for companies to gain recognition prior to executing recruitment activities. Therefore, we hypothesize the moderating effect of brand awareness on the relationship between the social media recruitment advertisements and employer attractiveness, as well as application intention.

H2a: Brand awareness moderates the impact of interactivity of social media advertisement on employer attractiveness and application intention.

H2b: Brand awareness moderates the impact of information richness of social media advertisement on employer attractiveness and application intention.

2.5 The role of country of origin on Employer attractiveness

Recruiting employees abroad has become a common phenomenon in contemporary business world (Froese, Vo, & Garrett, 2010). The World Investment Report 2016 by the United Nations Conference on Trade and Development (2016) reported that more than 50% of their work-forces are located outside the US. For instance, two of the largest American consumer goods corporation, Procter and Gamble and Johnson and Johnson have over 73% of employees working from foreign affiliates (United Nations, 2016). With the increasing career opportunities provided by international conglomerates across countries, it is important for employers to understand potential candidates' perception of their brand image in a cross-cultural context. In particular, how the origin of a company influences job seekers' evaluation of employers and application intention is important to answer, as it is relevant for developing a recruitment strategy for foreign markets. Thus, it is worthwhile to examine whether foreign companies appeal to local job seekers and the difference in the moderating effect of the country of origin on perceived employer attractiveness between job seekers from Asia and the U.S. Furthermore, although several empirical studies have proven the positive relationship between employer's social media activity on employer attractiveness and application

intention (Katiyar & Saini, 2016; Kissel & Büttgen, 2015; Sivertzen et al., 2013), no studies have yet evaluated this relationship in a cross-cultural setting. Thus, there is a gap to conduct cross-national research to expand our findings on the impact of social media recruitment activities on job seekers' perception and behavior towards the organizations between countries.

The country of origin (COO) effect is defined as an individual's knowledge, perception and belief attached to products of a particular country (Martin & Eroglu, 1993; Roth & Diamantopoulos, 2009). COO is explained as a multifaceted concept which is based on perception of quality, people and development of the economy and technology of a specific country (Han, 1990; Martin & Eroglu, 1993; Parameswaran & Pisharodi, 1994; Roth & Diamantopoulos, 2009). According to Abraham (2013), the country of origin cue provides important information that plays a determining role in consumers' decision-making process (Abraham, 2013). Past studies in marketing literature have further highlighted its importance as a cognitive and informational signal that affects consumer's purchasing decision, perceived quality and overall evaluation of a product (Narayana, 1981; Rao & Monroe, 1989; Shimp, Samiee, & Madden, 1993). Furthermore, COO may play a particularly salient role as extrinsic cue when consumers are making difficult decisions that require a high level of involvement (Salvador, Capliure, & Aldas-Manzano, 2002; Li, Wyer, & Don, 2000; Park & Hastak, 1994; Richardson, Dick, & Jain, 1994). Comparably, in the context of recruitment, employment is considered as an intangible product which requires job seekers to be engaged in a high-involvement cognitive process in order to make a decision (Zaveri & Mulye, 2010). The choice of employer involves job seekers' overall assessment of organizations, similar to how consumer's make high-involvement product decisions. During employer evaluation, individuals may take informational signals from the company's COO, such as people's image qualities or economic development that might influence working culture and organizational characteristics. Therefore, it is likely that the effect of the country of origin will be relevant in the context of employer branding as well (Baum & Kabst, 2014; Petty & Cacioppo, 1986).

With the perpetual progression of globalization, numerous companies that originated in the West have been globalized (Lee, Knight, & Kim, 2008). In particular, the USA has established a large number of global corporations, ranging from food & beverages (e.g. McDonald, KFC and Coca Cola) to apparels (e.g. Polo, Levi's, and Guess) (Lee, Knight, & Kim, 2008). Many of the US brands have established relatively high awareness among

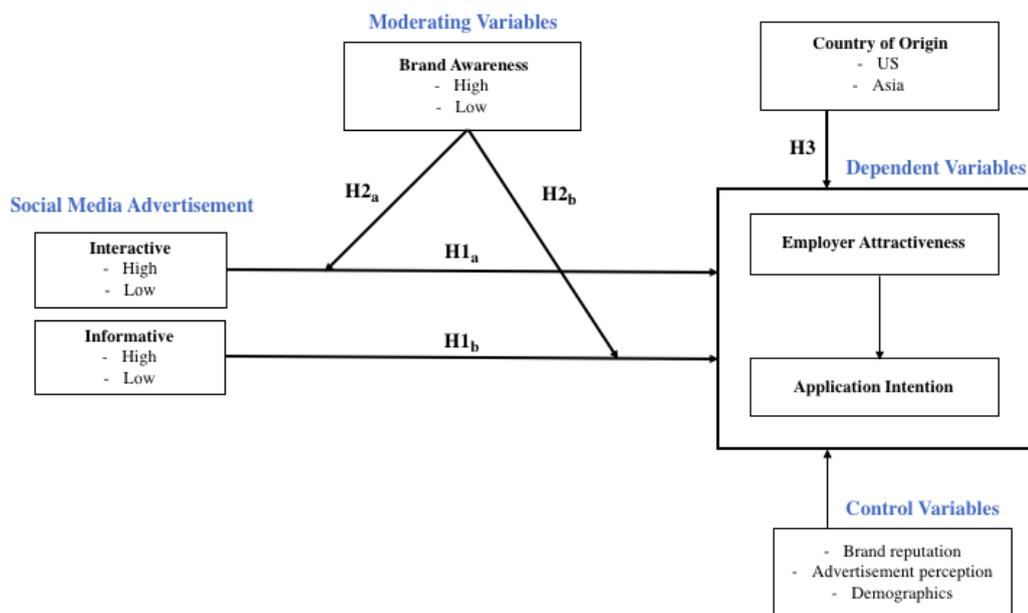
consumers in the global market (Anholt, 2005). Anholt (2005) mentioned that American brands have built their identities throughout a long history and created a connotation that stand for quality and nobility. The positive characteristics associated with US brands have successfully differentiated themselves from competitors around the world (Alden, Steenkamp, & Batra, 1999). For instance, the novelty of US brands provides intrinsic values that consumers derive from their purchase, such as self-esteem, confidence, and accomplishment (Alden et al., 1999). Furthermore, the influence of US brands abroad is not only evident in the consumer market, but also clearly shown in the job market. Direct investment by US multinational corporations in foreign countries has created millions of new jobs globally and consistent growth in trade and economy resulted in an increased employment trend among foreign affiliates (Jackson, 2017). In particular, the employment of U.S. companies with international offices has nearly tripled in Asia, especially in China (Jackson, 2017). Due to the consistent expansion of the US corporations in these countries (Jackson, 2017), domestic firms in Asia are facing fierce competition against foreign-based global conglomerates for talent (Froese et al., 2010).

The growing popularity of US brands among job seekers in Asian countries has been repeatedly proven by external recognition. The research conducted by reputable recruitment consultancy firms, such as Aon Hewitt and Universum have identified top employers among job seekers in different regions. According to the report by Aon Hewitt, 50 percent of “Asia Pacific Best Employers in 2017” are American multinational corporations, including American Express, FedEx Express and McDonald’s (Aon Hewitt, 2017). Another annual survey conducted by Universum reported that majority of the top 10 attractive employers among students in Asia Pacific region are US brands, such as Google, Apple, McKinsey & Company and Procter & Gamble (Universum, 2016). The strong preference towards American companies could be attributed to a cultural factor. For instance, Schmitt and Pan (1994) described Asians as consumers who are more sensitive to image and prestige of a brand. High brand awareness and positive brand associations are critical in attracting consumers in the Asian market (Schmitt & Pan, 1994). Thus, globally well-known US brands are likely to enjoy a competitive advantage in the Asian market with their superior brand perception in terms of product quality and organization image. Given the prominent role of US employer brands in the Asian market, it is expected that the US brands’ country of origin

will influence the relationship of social media recruitment and employer attractiveness. This prediction is summarized in Hypothesis 3 below.

H3: *The US COO of a well-known employer brand affects the Asian applicants' perception more positively than that of the US applicants.*

Figure 2.1 Conceptual Framework



3. Method

Charness et al. (2015) defined an experimental method as an approach which observes behavior in a controlled environment to identify causal relationship by exposing participants to various conditions. Given that an important objective of this research is to investigate the causality between different variables, the experiment was considered to be a highly appropriate method for the study (Charness, Gneezy, & Kuhn, 2012; Seltman, 2015). The thesis adopted a between-subject experimental design to test the hypotheses, and the experiment was set up to examine the influence of brand awareness and social media recruitment advertisement on employer attractiveness and application intention.

A large number of previous research on employer branding was conducted through online surveys (Sivertzen et al., 2013; Kaur et al., 2015; Kissel & Büttgen, 2015). Many of these studies focused on identifying the critical factors that influence employer attractiveness and application intention by measuring the respondents' behavior, perceptions and motivations (Sivertzen et al., 2013; Kaur et al., 2015; Kissel & Büttgen, 2015). However, in this study, a between-subject experiment in an online survey setting was chosen as a research method. The between-subject experiment exposes each participant to only one treatment, and causality of the variables are estimated by comparing the outcome of the participants between different conditions (Charness et al., 2015). The between-subject experiment allowed the manipulation of the key independent variables of the study, such as brand awareness, interactivity and information richness, which are the important aspects of determining the critical antecedents of employer attractiveness and application intention.

3.1 Research design

The experiment implemented a 2 (interactivity: high, low) by 2 (information richness: high, low) by 2 (brand awareness: high, low) factorial between-subject design for a total of eight conditions. The survey experiment was conducted online via Qualtrics. Online survey software was considered to be the suitable platform to conduct the experiment with various conditions without compromising the quality of data (Reips, 2002; Germine et al., 2012).

The use of a factorial design enabled the experiment to examine the influence of key variables on the outcome. In the experiment, a between-subject design was used for the comparison between the companies with different brand awareness. The company with high

brand awareness was chosen as Procter and Gamble (P&G), an American consumer goods multinational corporation with business across 180 countries (“Investors | P&G”, n.d.). In contrast, a fictitious company called ‘Wilcore’ was created as an organization with low brand awareness, while keeping its business and corporate description identical to P&G. Thus, to manipulate the brand awareness, four social media advertisements were created for P&G (high awareness) and Wilcore (low awareness) separately. The four stimuli of each brand were then manipulated based on the level of interactivity and information richness of the advertisements. The level of interactivity was differentiated by the number of keywords and visual elements used in the advertisements. The conditions with high interactivity included the expressions such as, “Click now”, “Visit us”, “Join the family” which actively solicited the users’ engagement with the content. These advertisements were also designed to be more engaging by replicating the real-life situation of user interaction with online content. For instance, one of the sub-brand logos presented in the advertisement was enlarged with a click icon hovering over the logo (See Appendix B3). This was aimed to make the advertisement more inviting and encourage more active interaction from the participants. For the conditions with high information richness, the advertisement contained more detailed information on career opportunities, the application process and a submission deadline. In contrast, for the low information conditions, the advertisement only included a simple statement of potential career opportunities from P&G or Wilcore. To ensure the validity of the experiment, content and design of the stimuli for both P&G and Wilcore were created exactly the same beside the brand logos and sub-brands owned by each corporation. The corporate description used in the experiment was adopted from the website of P&G, and it was adjusted accordingly to fit Wilcore for the conditions with low brand awareness. Furthermore, given that P&G corporation implemented the house of brands strategy which consists of multiple sub-brands, such as Gillette, Ariel and SK-II, comparable fictitious sub-brands for Wilcore were also created. The fictitious sub-brands of Wilcore include Fleur, Triplex, Activ, Durst and Lisa Anka.

The stimuli were presented in the form of Facebook post for Korea and the US as Facebook is one of the most actively used social media channels in these two countries – Korea (64%) and the US (72%) (“Digital in 2017: Eastern Asia”, 2017; “Digital in 2017: North America”, 2017). However, for Chinese participants, the stimuli were designed in the context of WeChat, as Facebook does not have access to the Chinese market. WeChat is a

mobile chat application that provides free services for text messages, video and voice calls, games and images to enable communication among the users (WeChat, n.d.). WeChat is one of the most popular social media channels used in China and therefore, was deemed to be more appropriate platform among the Chinese participants than Facebook (“Digital in 2017: Eastern Asia”, 2017). Appendix B3 offers an overview of the eight different advertisements.

3.2 Sample

To conduct comparative analyses between Asian countries and the United States (US), participants were recruited from three respective countries: South Korea (N = 174), Mainland China (N = 136) and the United States (N = 297). The reason for choosing the three countries in particular, is to compare the country of origin effect of a US brand on respondents from America and Asian countries. Among the Asian countries, China and Korea were chosen because P&G is not only highly well-known consumer brand in both countries, but also perceived as a reputable employer by work force (“Procter & Gamble is ranked as an Attractive Employer”, 2018). To accommodate the regional differences among the three countries, in terms of language and intercultural communication, a unique sampling strategy for each nation was used. In addition, the questionnaire adopted a back-to-back translation approach in both Korean and Chinese experiments to increase the reach of participants.

To recruit the respondents from all three countries, the convenience sampling method was used. Convenience sampling is a nonprobability sampling method where participants are selected based on the feasible criteria such as accessibility, availability and inclination to take part in the study (Etikan, Musa, & Alkassim, 2016). Thus, convenience sampling is relatively easy and cost-effective method in recruiting the respondents in a short period of time. However, due to non-theoretical approach to sample recruitment, the convenience sampling tends to be biased, which in turn leads to low generalizability of the results (Dudovskiy, 2016; Etikan et al., 2016). Furthermore, it is difficult to quantify the biases in a convenience sample which makes it more challenging to ensure the representativeness and objectivity of the sample collected (Etikan et al., 2016). Despite the obvious several limitations of the sampling method, it was considered to be a feasible method in reaching a large number of respondents within the limited time and resources. Furthermore, with no specific condition on

demographic criteria except for the nationality of the respondents, the chosen sampling method seemed plausible for the experiment.

In South Korea, the participants mainly consisted of students (33.3%) and professionals (49.4%). The respondents were reached through a variety of student communities as well as Alumni network group of local universities, such as Chung Ang University, Ehwa University and Yeonsei University. In parallel, professionals were targeted by a local recruiter through email invitation to take part in the study.

Similarly, in China, the sample consisted of students (44.1%) and working professionals (52.9%). Chinese students were contacted through student organization of local universities in Shanghai, China, such as Jia Tong University. In addition, a leading employer branding agency in Asia, Maximum, has provided support to recruit students and professionals through existing network.

In the US, participants were reached through Amazon Mechanical Turk (MTurk). The service provides an online platform for users to access a large pool of audience from America. The respondents on MTurk can select the studies they want to participate based on the topics and incentives provided by the researchers. Given that there was no specific definition of respondents' profile, MTurk was considered to be both time and cost-efficient method in recruiting the participants from the US. A total amount of €131.38 was spent in three days of recruitment, from the 20th to the 22nd of March 2018. As a result, a total of 371 American respondents were reached and 297 of them completed the experiment.

All the data collection processes were concurrently executed over a range of two weeks, from 18th March to 30th March 2018. Over 780 respondents were reached through the sampling methods. Data cleaning was performed to increase the reliability and quality of data. The participants who did not answer the questions on key measuring variables and manipulation checks were first excluded ($N = 138$). Among the remaining participants ($N = 642$), descriptive statistics on survey duration was conducted ($M = 228.26$, $SD = 118.67$) to delete the responses that are beyond the range of two standard deviations. Lastly, the respondents who did not answer the question on nationality were excluded as the comparative analysis among the targeted countries is a critical aspect of the study. Consequently, a total of 607 respondents were used for the analysis.

3.3 Respondents

The sample yielded a representation of diverse participants in terms of age, education, nationality and employment status (See Table 3.1). The gender of participants was fairly distributed between male ($N = 254$, 41.8%) and female ($N = 353$, 58.2%). The average age was 30.61 ($SD = 9.07$). The majority of the participants held a Bachelor's degree (54.5%), followed by high school graduation certificates (16.5%) and Master's degree (15.8%). More than half of the sample were already in full-time employment (54.5%), while 11.4% of the participants were unemployed and 9.4% were engaged in part-time employment. Almost a quarter (23.6%) were enrolled as full-time students. Among the participants with current employment, 59.5% answered that despite their satisfaction with current job, they are still open for new opportunities and 16.8% responded that they were actively searching for a new job. Approximately one fourth of participants (23.7%) were contented with current occupation and showed no interest in new career opportunities. Almost all participants use social media (93.4%) and 70.3% of them use social media everyday ($M = 4.77$, $SD = .79$).

Table 3.3.1 Demographics

	Frequency	Percent	Valid percent
Age			
Young Adults (18 – 29)	346	57.0	57.0
Adults (30 – 64)	257	42.3	42.3
Seniors (65 +)	4	0.7	0.7
N = 607			
Gender			
Male	254	41.8	41.8
Female	353	58.2	58.2
N = 607			
Nationality			
South Korea	174	28.7	28.7
China	136	22.4	22.4
US	297	48.9	48.9
N = 607			
Education			
Graduated high school	100	16.5	16.5
Diploma	70	11.5	11.5
Bachelor's degree	331	54.5	54.5
Master's degree	96	15.8	15.8
Higher than a master's degree	10	1.6	1.6
N = 607			

Enrolment/Employment Status

Full-time student	143	16.5	16.5
Part-time student	7	11.5	11.5
Full-time employment	331	54.5	54.5
Part-time employment	57	15.8	15.8
Unemployed	69	1.6	1.6

N = 607

Years of working experience

Less than 6 months	16	2.6	4.1
6 months to 1 year	24	4.0	6.2
1 year to 2 years	35	5.8	9.0
2 years to 5 years	90	14.8	23.2
5 years to 10 years	78	12.9	20.1
More than 10 years	145	23.9	37.4

N = 388

Employment State of Mind

I am happy with my current job, and not interested in new opportunities	92	23.7	23.7
I am happy with my current job, but open for new opportunities	231	38.1	59.5
I am actively looking for new opportunities	65	10.7	16.8

Social media use			
Yes	567	93.4	93.4
No	40	6.6	6.6
N = 607			
Frequency of social media use			
A few times per year	8	1.3	1.4
Monthly	17	2.8	3.0
Weekly	34	5.6	6.0
A few times a week	81	13.3	14.3
Everyday	427	70.3	75.3
N = 567			

3.4 Procedure

The experiment procedure began with a brief introduction of the study. Participants were then presented with a logo of either P&G (high awareness) or a fictitious company, Wilcore (low awareness), which are the two companies used in the study. To ensure external validity and unbiased preconception of a brand, the study created a fictitious company, Wilcore, which participants do not have any existing knowledge of. On the other hand, P&G was chosen for the company with high brand awareness. P&G is perceived as a well-known and reputable organization in all three targeted countries. P&G is an American organization which has a diversified business portfolio and robust growth in Asia (Procter & Gamble, 2010). Furthermore, the company actively uses social media in all three countries for employer branding and recruitment. After the presentation of the brand logo, participants were asked to assess their awareness of the brand presented in the experiment. The experiment then showed an image of a corporate website which included the description,

values and products of the company, followed by questions on the brand reputation. After that, one of the eight stimuli were shown to the participants randomly. The respondents were asked to rate employer attractiveness and application intention of the organization based on the stimuli they were exposed to. Also, the key dependent variables and manipulation checks were evaluated by the questions that asked participants to express their general perception on appeal, interactivity and information richness of the stimulus. The last part of the experiment asked a list of demographic questions that entail age, gender, nationality, employment status and social media usage. In particular, questions regarding the working experience and employment status as well as social media usage were posed to investigate the potential effect of demographic characteristics on the key dependent variables of the study.

3.5 Measurements

All measurements – brand reputation, advertisement perception, employer attractiveness, application intention, brand awareness, interactivity, information richness – used in the experiment are validated scales from established studies.

Brand Reputation. The variable aimed to measure an individual's overall perceived favorability towards the brand based on the company description. The measurements were designed to invoke the respondents' emotional perception of the company. A total of four items were adopted from RepTrak™ Pulse which are developed by Ponzi, Fombrun and Gardberg (2011). The Cronbach's alpha coefficient for the complete scale was 0.96. An example of the scale is "It is a company I have a good feeling about". Although the original scales were evaluated by 7-point scales, our experiment adjusted it to 5-point scales (1 = strongly disagree, 5 = strongly agree) to keep the measurement consistent with other dimensions.

Ad Perception. The perceptions of social media advertisements are categorized into trust and global perceptions (Chi, 2011). Under the trust dimension, three aspects of advertising trust, namely, perception, affection and behavior were measured separately (Soh, Reid, & King, 2013). The scales are developed by Chi (2011) who adapted the ADTRUST scale created by Soh, Reid, and King (2009). From the sixteen items construct, three items on measuring favorability of the advertisement have been selected for the experiment

(Cronbach's alpha = .94). The variable measured overall assessment of respondent's perceived affection towards the advertisements and the statements included, "These social media posts are enjoyable" and "These social media posts are likable". All responses were measured on five-point Likert scales ranging from 'strongly disagree' to 'strongly agree'.

Employer attractiveness. Measured an individual's favorability and attitudes towards the company as potential employer of choice. The variable was measured by three items (Cronbach's alpha = .88) selected and adjusted by Highhouse et al. (2003) based on the previous studies of Fisher et al. (1979) and Turban and Keon (1993). These items primarily focus on an individual's attitudes and perceived attractiveness of the company rather than explicit application intention. As such, the items were constructed to measure an individual's perception of the company as a place to work. The items include "For me, this company would be a good place to work", "This company is attractive to me as a place for employment", and "I am interested in learning more about this company". All items were answered by 5-point Likert scale ranging from 'strongly disagree' to 'strongly agree'.

Application intention. This variable measured an individual's explicit behavioral intention to apply for a job in the specified company. Application intention is assessed by five items (Cronbach's alpha = .82) selected and adjusted by Highhouse et al (2003) based on past research by Rynes and Miller (1983). These items specifically asked the respondents' intention for further action, which requires more certainty and willingness than the attitudes reflected in employer attractiveness. Some examples of the items are, "I would make this company one of my first choices of an employer" and "I would accept a job offer from this company". All scales were answered by 5-point Likert scale ranging from 'strongly disagree' to 'strongly agree'.

Demographics. To ensure a fair representation of respondents and to identify potential influences caused by population characteristics, the survey included questions on demographics. The demographic questions included age, gender, education level, employment status, employment state of mind, social media usage and nationality of the participants. In particular, an individual's attitude towards their current employment status

was measured by one's openness to new career opportunities and willingness to change jobs. To conduct further analysis based on their attitudes towards employment status, the response was categorized into two groups based on their motivation: Group 1 included the respondents who are not open to new job opportunities (i.e. Happy with current job, not looking for new opportunities), and Group 2 included the respondents who are open to new career opportunities and willing to change jobs (i.e. Currently working, but open to new opportunities, and Not working, actively looking for a new job).

3.6 Manipulation Check

To assess the success of the manipulations, questions regarding the stimuli were asked. The answers were measured by a 5-point Likert scale, ranging from 'strongly disagree' to 'strongly agree', unless stated otherwise.

Brand Awareness. The scale aimed to measure the respondents' ability to recognize the brand with minimal cue, such as a brand logo. Four items were developed based on prior research in marketing literature (Srull, 1984; Alba & Hutchinson, 1987; Percy & Rossiter, 1987). The items were proven to be reliable with the range of Cronbach's alpha between .84 to .93. The questions include statements such as, "I heard about this brand" and "I am aware of this brand". All scales were answered by 5-point Likert scale ranging from 'strongly disagree' to 'strongly agree'. A chi-square test confirmed that the manipulation of brand awareness was successful, $\chi^2(12) = 330.12, p < .001$.

Recruitment advertisement on social media. To test if the difference in information richness and advertisement interactivity have been recognized by the respondents.

The following questions were asked:

Advertisement interactivity. An item was created to measure the respondent's perception of the advertisement's interactivity, and whether the manipulation was noticed by the respondents. The item asked to what extent the participants agree to the statement, "The company's online recruitment engages me to discover more information about the open

positions”. The scale answered by 5-point Likert scale ranging from ‘strongly disagree’ to ‘strongly agree’. However, a chi-square test failed to confirm that the manipulation of interactivity was successful, $\chi^2(4) = 7.10$, $p = .130$, and the result is further discussed in the limitation of the study.

Advertisement information richness. The variable measured an individual’s perception and the effect of social media marketing based on the different level of information presented in the advertisement (Cheng et al. 2009). The reliability of the scale was confirmed by previous research, Cronbach’s Alpha = .81 (Chi, 2011). Some examples of the scale included, “The company’s social media advertisement is a convenient source of career information” and “The social media advertisement supplies relevant career information”. All scales were answered by a 5-point Likert scale ranging from ‘strongly disagree’ to ‘strongly agree’. A chi-square test confirmed that the manipulation of information richness was successful, $\chi^2(16) = 47.27$, $p < .001$.

All the factors mentioned above were constructed through the equal-weighted approach for the analysis.

3.7 Data Analysis Process

To analyze the data, the study used the statistical program SPSS version 24.0. Prior to testing the hypotheses, reliability tests were performed to ensure the internal consistency of the measurement on each variable. Subsequently, a two-way analysis of variance was conducted to test if there are any significant differences between the means of the independent variables of interactivity and information richness of the recruitment advertisement, brand awareness and nationality of the participants. Furthermore, given that the hypotheses aimed to investigate both the main effects and the interactions between factors, ANOVA’s multifactor analysis-of-variance was deemed appropriate for data analysis of the experiment (Yuan & Lin, 2006). In addition, regression analysis was conducted on all variables to test for the significance of each independent variable and examine the relationship between the control and dependent variables. Also, a robustness check was conducted by comparing the results between the samples with all participants ($n = 607$) and the sample excluding participants who do not use social media ($n = 567$).

To ensure the reliability of the variables, the majority of the measurements adopted in the experiment are based on the validated scales. According to the result of reliability test (see Table 3.2), all the key variables of the experiment scored Cronbach's Alpha above .70 which indicates high internal consistency of the items. After testing for reliability, correlation analysis was performed to discover a significant relationship between the variables. As presented in Table 3.3, all variables showed significant correlations with differing strength level of association. For instance, employer attractiveness illustrated a significant, strong positive correlation with brand reputation ($r = .635, p = .000$), advertisement perception ($r = .643, p = .000$), application intention ($r = .821, p = .000$), interactivity ($r = .561, p = .000$) and information richness ($r = .534, p = .000$) of the recruitment advertisement. However, brand awareness showed significant, yet relatively weak positive association with other key variables. The correlation between brand awareness and the interactivity ($r = .089, p = .028$) as well as information richness ($r = .133, p = .001$) of the recruitment advertisement showed particularly weak associations.

Table 3.7.1 Reliability Test of the Variables

Variables	Items	Cronbach's Alpha	Scale
Brand Awareness	<p>To what extent do you agree to following statements?</p> <ul style="list-style-type: none"> - I am aware of this brand - I am familiar with this brand - I can recognize this brand among other competing brands 	.966	5-point Likert Scale

<p>Brand Reputation</p>	<ul style="list-style-type: none"> - The company has a good overall reputation - It is a company I have a good feeling about - It is a company that I trust - It is a company that I admire and respect 	<p>.907</p>	<p>5-point Likert Scale</p>
<p>Advertisement Perception</p>	<p><i>These social media posts are...</i></p> <ul style="list-style-type: none"> - ... enjoyable - ... likable - ... engaging 	<p>.878</p>	<p>5-point Likert Scale</p>
<p>Employer Attractiveness</p>	<ul style="list-style-type: none"> - For me, this company would be a good place to work - This company is attractive to me as a place for employment - I am interested in learning more about this company 	<p>.871</p>	<p>5-point Likert Scale</p>
<p>Application Intention</p>	<ul style="list-style-type: none"> - I would make this company one of my first choices of an employer - If this company invited me for a job interview, I would go - I would exert a great deal of effort to work for this company - I would recommend this company to a friend looking for a job - I would accept a job offer from this company 	<p>.897</p>	<p>5-point Likert Scale</p>

<p>Information Richness</p>	<p><i>The company's social media advertisement ...</i></p> <ul style="list-style-type: none"> - ... is a convenient source of career information - ... makes job information immediately accessible - ... informs me about the latest job opportunities and information available in the company - ... supplies relevant career information 	<p>.894</p>	<p>5-point Likert Scale</p>
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Table 3.7.2 Correlation Matrix of the Variables

	<i>M</i>	<i>SD</i>	BA	BR	AP	EA	AI	INF	INT
BA	2.73	1.65	1.000						
BR	3.61	.85	.420**	1.000					
AP	3.12	.99	.155**	.497**	1.000				
EA	3.51	.93	.259**	.635**	.643**	1.000			
AI	3.49	.92	.292**	.611**	.585**	.821**	1.000		
INF	3.58	.92	.133**	.452**	.556**	.534**	.512**	1.000	
INT	3.58	1.12	.089**	.391**	.521**	.561**	.537**	.592**	1.000

Significance: ** $p < .05$, * $p < 0.1$

Table 3.7.3 Abbreviation

BA	Brand awareness	AI	Application intention
BR	Brand reputation	INF	Information richness
AP	Advertisement perception	INT	Interactivity
EA	Employer attractiveness		

4. Results

4.1 The role of recruitment advertisement in employer attractiveness and application intention.

Interactivity of recruitment advertisement

To study the effect of interactivity and information richness of recruitment advertisement, an analysis of variance (ANOVA) test was conducted in SPSS. All outputs were examined for equality of variances based on the Levene's test. The test results indicated no significant values and thus equal variances were assumed at all times. Hypothesis 1a posits that the level of employer attractiveness and application intention depends on the interactivity of social media advertisement. Despite the difference found in the mean value between the recruitment advertisement with high ($M = 3.505$, $SD = .054$) and low ($M = 3.484$, $SD = .053$) interactivity, the ANOVA test failed to reveal a significant direct effect of interactivity of advertisement on employer attractiveness, $F(1, 599) = .078$, $MS_e = .066$, $p = .780$, partial $\eta^2 = .000$, as well as on application intention, $F(1, 599) = .470$, $MS_e = .380$, $p = .493$, partial $\eta^2 = .001$.

Information richness of recruitment advertisement

The recruitment advertisement with high information richness ($M = 3.559$, $SD = .055$) corresponded to more positive employer attractiveness than the advertisement with low information ($M = 3.431$, $SD = .052$). Despite the evident difference between the mean values, only marginally significant effect of information richness condition was found on employer attractiveness, $F(1, 599) = 2.901$, $MS_e = 2.455$, $p = .089$, partial $\eta^2 = .005$. In the results, a greater difference between the mean values of employer attractiveness was observed in Wilcore (High, $M = 3.426$, $SD = .079$, Low, $M = 3.221$, $SD = .078$) compared to that of P&G, (High, $M = 3.693$, $SD = .076$, Low, $M = 3.641$, $SD = .069$). The finding implied that the effect of a high-information message in recruitment advertisement is likely to be bigger in creating favorable perception of the brand with low awareness than the company with existing reputation. In addition, the analysis of variance failed to reveal a significant effect for information richness on application intention, such that the recruitment advertisement with richer information ($M = 3.534$, $SD = .054$) did not result in higher application intention than

the lower information condition ($M = 3.423$, $SD = .051$), $F(1, 599) = 2.274$, $MS_e = 1.83,9$, $p = .132$, partial $\eta^2 = .004$.

Overall, the results of the ANOVA test only suggested a marginally significant result of information richness on employer attractiveness. Thus, both H1a and H1b failed to be confirmed, as neither interactivity nor information richness revealed significant effects on employer attractiveness and application intention.

4.2 The role of brand awareness in employer attractiveness and application intention.

The second hypothesis predicted that a company's brand awareness moderates the effect of social media recruitment advertisement (i.e. interactivity and information richness) on employer attractiveness and application intention. To study the effect of brand awareness, an analysis of variances test was conducted in SPSS. All outputs were examined for equality of variances based on the Levene's test. The test results indicated no significant values and thus equal variances were assumed at all times. The ANOVA results revealed no significant interaction effect of brand awareness and interactivity $F(1, 599) = 2.046$, $MS_e = 1.731$, $p = .153$, partial $\eta^2 = .003$, nor a significant one of brand awareness and information richness, $F(1, 599) = 1.035$, $MS_e = .876$, $p = .309$, partial $\eta^2 = .002$. However, the analysis showed a dominant main effect of brand awareness, indicating that the well-known brand, P&G ($M = 3.667$, $SD = .051$) was perceived significantly more attractive than the unknown brand, Wilcore ($M = 3.323$, $SD = .055$), $F(1, 661) = 20.781$, $MS_e = 17.590$, $p < .001$, partial $\eta^2 = .034$. Furthermore, the statistical difference in the results between high and low brand awareness was shown across the conditions with the respective level of interactivity and information richness of the advertisement. For instance, all the mean values of the conditions with high awareness were greater than the mean values of the conditions with low brand awareness. The prominence of brand awareness was also highlighted by its significant effect revealed in the descriptive statistics. The mean value of P&G (high awareness) with low interactivity and low information richness ($M = 3.712$, $SD = .845$) was still greater than the mean value of Wilcore (low awareness) with high interactivity and high information ($M = 3.474$, $SD = .997$). Therefore, the findings concluded that the employer with high brand awareness is likely to be perceived more attractive and lead to individuals' application

intention. However, the moderation effect of brand awareness on interactivity (H2a) and information richness (H2b) of social media advertisement is not confirmed.

4.3 The role of country of origin in employer attractiveness and application intention

According to the ANOVA result, a significant main effect of a participant's nationality was found on employer attractiveness, $F(1, 604) = 18.557$, $MS_e = 15.326$, $p < .001$, $\eta^2 = .058$. The results suggest that there is a significant difference on employer attractiveness among the participants from South Korea ($M = 3.151$, $SD = .775$), China ($M = 3.627$, $SD = .903$), and the US ($M = 3.657$, $SD = .981$). Similarly, a significant statistical result was found for the effect of nationality on application intention, $F(1, 604) = 10.278$, $MS_e = 8.434$, $p < .001$, $\eta^2 = .033$, among the Koreans ($M = 3.237$, $SD = .812$), Chinese ($M = 3.538$, $SD = .956$), and Americans ($M = 3.625$, $SD = .934$).

In addition, Hypothesis 3 predicted that the US country of origin effect of a well-known employer brand affects the relationship of the Asian applicants and employer attractiveness more positively than that of the US applicants and employer attractiveness. Based on the result of ANOVA, a clear distinction was found between the mean value of Chinese participants' employer attractiveness ($M = 3.843$, $SD = .090$) and the US participants ($M = 3.776$, $SD = .080$). The descriptive statistic results suggested that the perception of the well-known US brand is more favored by Chinese applicants compared to the US participants. Furthermore, the moderation effect of the US country of origin on employer attractiveness was observed, which indicated that there is a marginally significant 2-way interaction effect between brand awareness and nationality of the participants, $F(1, 601) = 2.483$, $MS_e = 1.986$, $p = .084$, $\eta^2 = .008$. Therefore, we can only confirm the prediction in H3a that the US country of origin effect of a well-known employer brand influences the Asian applicants more positively than the US applicants for the Chinese participants, and not for Korean. Figure 2 below illustrates the means and standard deviations of the US country of origin effect.

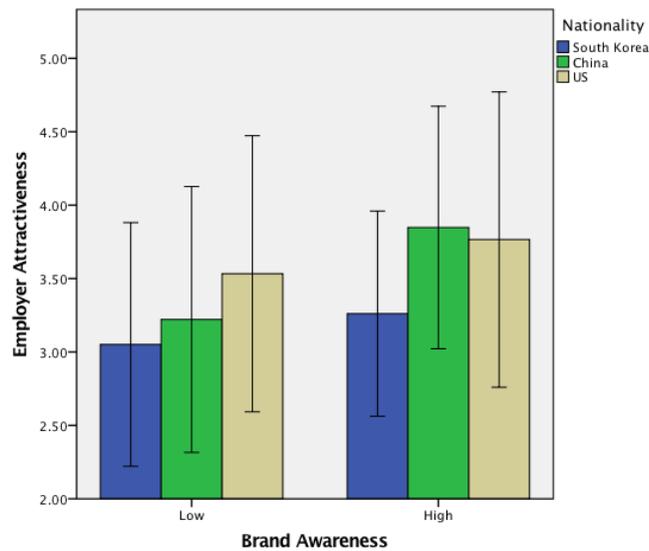


Figure 4.3.1 COO Moderation

In order to investigate the significance of the key variables on employer attractiveness and application intention in each country, three separate ANOVA tests were conducted for South Korea, China and the US, respectively.

4.3.1 Country Analysis: Korea

The analysis revealed a significant main effect for brand awareness on both employer attractiveness, $F(1, 166) = 3.288$, $MS_e = 1.920$, $p = .072$, $\eta^2 = .019$, and application intention, $F(1, 166) = 21.024$, $MS_e = 12.671$, $p < .001$, $\eta^2 = .112$. The results suggest that Korean applicants perceive an organization with high brand awareness ($M = 3.265$, $SD = .084$) as more attractive employer than the company with an unknown brand ($M = 3.055$, $SD = .080$). Similarly, they are also more likely to apply for a job from a company with high brand awareness ($M = 3.524$, $SD = .085$) than the employer with low brand awareness ($M = 2.982$, $SD = .082$). Furthermore, the ANOVA test revealed a significant 3-way interaction effect of brand awareness (high or low), interactivity (high or low) and information richness (high or low) on employer attractiveness, $F(1, 166) = 6.147$, $MS_e = 3.590$, $p = .014$, $\eta^2 = .036$. It implies that despite the insignificant individual influence of interactivity and information richness of the recruitment advertisements on employer attractiveness, when both variables are combined with brand awareness, the effect is strengthened and results in significant

impact on employer attractiveness. Thus, it is highly important for employers in Korea to establish strong brand awareness and substantiate its employer branding with recruitment advertisements that are both interactive and informative. Figure 3 below illustrates the means and standard deviations of the key variables' moderation effects on employer attractiveness among the Korean participants.

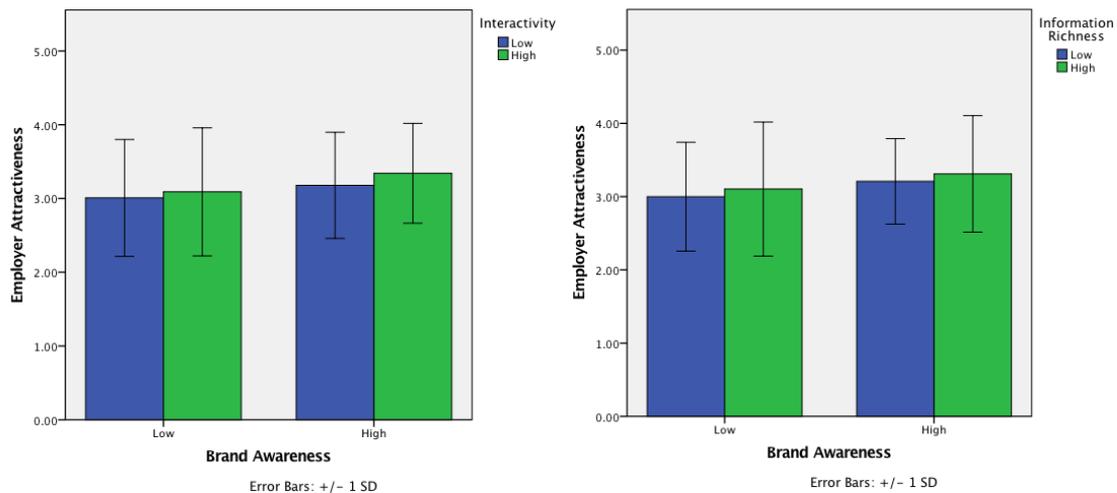


Figure 4.3.1.1 Moderation effects of interactivity and information richness of the advertisement in Korea

4.3.2 Country Analysis: China

Chinese participants demonstrated more favorable attitudes towards the employer with higher brand awareness ($M = 3.843, SD = .090$) than the company with low brand awareness ($M = 3.241, SD = .125$). Also, a similar result was shown in the participant's intention to apply for a job between the company with well-known ($M = 3.717, SD = .098$) and unknown brand ($M = 3.221, SD = .137$). In congruence with the results, the brand awareness of a company was found to have a significant direct effect on employer attractiveness, $F(1, 128) = 15.286, MS_e = 10.743, p < .001, \eta^2 = .107$, as well as on application intention, $F(1, 128) = 8.682, MS_e = 7.290, p = .004, \eta^2 = .064$.

The importance of information richness in the recruitment advertisement was observed among the Chinese participants. The advertisement with a greater amount of information ($M = 3.689, SD = .115$) led to higher employer attractiveness compared to the advertisement with minimum information ($M = 3.395, SD = .102$). The statistical test of the

difference in the level of information richness therefore suggested a significant result, $F(1, 128) = 3.663$, $MS_e = 2.575$, $p = .058$, $\eta^2 = .028$. Correspondingly, the effect of information richness on application intention was also found weakly significant among the Chinese applicants, $F(1, 128) = 2.784$, $MS_e = 2.337$, $p = .098$, $\eta^2 = .021$.

In comparison to the Korean participants, the ANOVA revealed significant 3-way interaction effects of brand awareness, interactivity and information richness on employer attractiveness, $F(1, 128) = 4.809$, $MS_e = 3.380$, $p = .030$, $\eta^2 = .036$. In addition, the 3-way interaction effects also showed a statistical significance on application intention, $F(1, 128) = 4.760$, $MS_e = 3.997$, $p = .031$, $\eta^2 = .036$. Figure 4 below illustrates the means and standard deviations of the key variables' moderation effects on employer attractiveness among the Chinese participants.

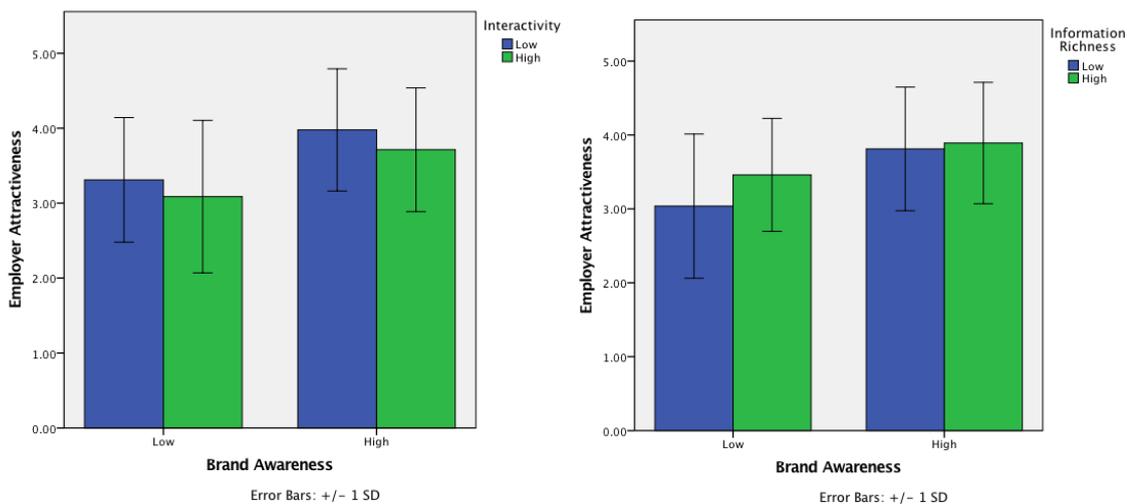


Figure 4.3.2.1 Moderation effects of interactivity and information richness of the advertisement in China

4.3.3 Country Analysis: US

The analysis revealed a significant main effect for brand awareness on both employer attractiveness, $F(1, 289) = 4.533$, $MS_e = 4.328$, $p = .034$, $\eta^2 = .015$, and application intention, $F(1, 289) = 5.653$, $MS_e = 4.909$, $p = .018$, $\eta^2 = .019$. Similar to the participants from Asian countries, the US applicants also showed stronger employer favorability towards the company with the well-known brand ($M = 3.776$, $SD = .080$) compared to the unknown brand

awareness ($M = 3.529, SD = .084$). Similar result was found on the US participants' application intention as they demonstrated a strong preference to apply for a job with the company with high brand awareness ($M = 3.748, SD = .076$) compared to the organization with low brand awareness ($M = 3.485, SD = .080$).

Distinctively, a marginally significant moderation effect of brand awareness and interactivity of recruitment advertisement was found on employer attractiveness, $F(1, 289) = 3.402, MS_e = 3.248, p = .066, \eta^2 = .012$. The result suggests that high brand awareness positively moderated the interactivity effect of recruitment advertisement on employer attractiveness.

In conclusion, brand awareness played a highly significant role on employer attractiveness and application intention in all three countries. Despite the similarities in the results, there were clear regional differences identified in each country. For instance, the level of information was found to be crucial to the Chinese participants in determining the favorability of the employer and intention for job application. A 3-way interaction effect of brand awareness, interactivity and information richness on employer attractiveness were only found in Asian countries, while 2-way interaction effect of brand awareness and interactivity on employer attractiveness was found among the US respondents. Figure 5 below illustrates the means and standard deviations of the key variables' moderation effects on employer attractiveness among the American participants.

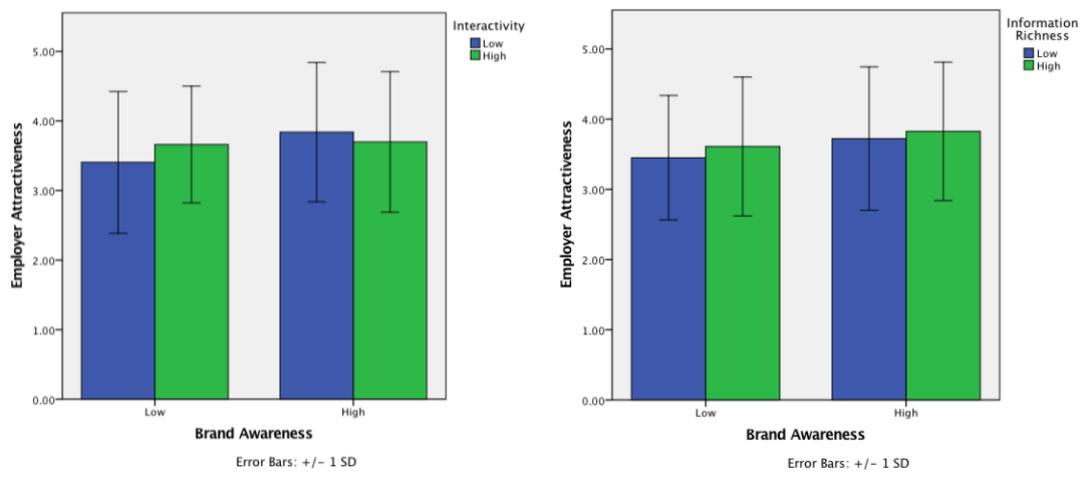


Figure 4.3.3.1 Moderation effects of interactivity and information richness of the advertisement in the US.

4.4 Additional Results

To examine the significance of the independent variables on employer attractiveness and application intention, a regression analysis was performed. All variables were standardized, and assumptions such as linear relationship, multivariate normality and multicollinearity were checked before conducting the regression analysis. Incomplete responses with missing data were removed and multicollinearity was checked to ensure no strong intercorrelations between the key variables. Several researchers argued that the Variance Inflation Factor (VIF) value higher than 10 is commonly considered as an indicator for high multi-collinearity (Hair, Anderson, Tatham, & Black, 1995; Marquardt, 1970; Mason, Gunst, & Hess, 1989; Neter, Wasserman, & Kutner, 1989). In the current study, despite the significant correlations observed between the variables, the VIF value of each variable was lower than 10, which indicates no sign of multi-collinearity for the regression analysis. The results of the regression analysis on employer attractiveness, $R^2 = .621$, $F(9,378) = 68.754$, $p < .001$, are presented in Table 4.1. The results suggested that brand reputation ($b = .359$, $p = .000$), advertisement perception ($b = .259$, $p = .000$), interactivity of the advertisement ($b = .280$, $p = .000$) and a participant's employment state of mind ($b = .065$, $p = .045$), significantly predicted employer attractiveness.

A similar linear regression was conducted with the application intention as a dependent variable and the analysis included an additional variable, employer attractiveness, to predict the model. The model was found to be significant, $R^2 = .743$, $F(10,377) = 109.060$, $p < .001$, and variables including brand awareness ($b = .082$, $p = .004$), brand reputation ($b = .097$, $p = .014$), advertisement perception ($b = .097$, $p = .009$), information richness ($b = .072$, $p = .055$), a participant's employment state of mind ($b = .137$, $p = .000$), and employer attractiveness ($b = .634$, $p = .000$), were found to be significant predictors for the application intention.

The brand reputation, advertisement perception, and employment state of mind were identified as the significant control variables for both employer attractiveness and application intention. However, brand awareness was identified to be only significant predictor in application intention.

Table 4.4.1 Regression Analysis for IV's and Control Variables.

	Model 1 <i>b</i> *	Model 2 <i>b</i> *
	DV=EA	DV=AI
	(Std. Error)	(Std. Error)
Brand awareness	.005 (.034)	.082** (.029)
Brand reputation	.359** (.043)	.097** (.039)
Advertisement perception	.259** (.042)	.097** (.037)
Information richness	.070 (.044)	.072* (.037)
Interactivity	.280** (.044)	.055 (.038)
Nationality	.052 (.039)	.003 (.033)
Gender	-.013 (.033)	.043 (.028)
Education	.047 (.036)	-.025 (.030)
Employment state of mind	.065** (.032)	.137** (.027)
Employer attractiveness	-	.634** (.043)
<i>R</i> ²	.621	.743
<i>F</i> -value	68.754**	109.060**

4.5 The role of employment state of mind in employer attractiveness and application intention.

An additional two-way ANOVA test was conducted with the participants' employment state of mind to investigate the effect on employer attractiveness and application intention. To test the effect of their employment state of mind, participants were categorized into two groups based on their attitudes towards new career opportunities. Group 1 (N=92) includes the participants with no intention to change their jobs, while Group 2 (N=296) consists of participants who are open to new career opportunities. To determine whether there is a significant difference between the means of two groups on employer attractiveness and application intention, ANOVA was conducted. All outputs were checked for equality of variances based on the Levene's test. The test results indicated no significant values and thus equal variances were assumed at all times. The test results revealed that there is no statistically significant result between the two groups on employer attractiveness, $F(1, 217) = .126$, $MS_e = .041$, $p = .722$, $\eta^2 = .001$. However, a significant effect was found between the groups on application intention, $F(1, 217) = 4.919$, $MS_e = 1.910$, $p = .028$, $\eta^2 = .022$. The result suggested that participants who are open to new career opportunities ($M = 3.504$, $SD = .046$) showed higher application intention compared to the participants with no interest ($M = 3.249$, $SD = .072$) in new opportunities. Therefore, an individual's attitude towards new career opportunities does not significantly influence a general perception of employers, but it has a significant impact on intention to apply for jobs.

4.6 Robustness Check

A robustness check was conducted using regression analysis with only the respondents who use social media (N = 567). For this analysis, the same variables that were used in regression analysis with a total sample size (N = 607) were replicated.

The regression analysis conducted for the social media user showed a similar result to the regression analysis conducted with all participants. From this analysis, it was revealed that the model is significant in predicting both employer attractiveness, $R^2 = .618$, $F(9,355) = 63.894$, $p < .001$, as well as application intention, $R^2 = .746$, $F(10,354) = 104.067$, $p < .001$. Thus, the predictive power of both models is found to be strong: 61.8% of the differences in employer attractiveness can be predicted by brand reputation ($b = .410$, $p < .001$),

advertisement perception ($b = .236, p < .001$), information richness ($b = .095, p = .044$), interactivity ($b = .225, p < .001$) and a participant's employment statement of mind ($b = .093, p = .058$). Furthermore, 74.6% of the variances in application intention can be predicted based on brand awareness ($b = .049, p = .003$), brand reputation ($b = .082, p = .004$), advertisement perception ($b = .082, p = .004$), information richness ($b = .082, p = .004$), a participants' employment statement of mind ($b = .082, p = .004$) and employer attractiveness ($b = .082, p = .004$).

Both regression analyses revealed highly similar results in identifying control variables that are commonly significant in predicting the model for employer attractiveness and application intention. Furthermore, a contrasting significance found on brand awareness in predicting employer attractiveness ($p > .10$) and application intention ($p < .05$) was also shown in both analyses. However, there was one difference found in the results between the two regression analyses. The regression analysis conducted for the purpose of robustness check with social media users revealed the significance of information richness in predicting the model for employer. From this regression analysis, information richness showed its significance in predicting the employer attractiveness ($b = .095, p = .044$), while the same effect was not revealed in the regression analysis with all participants ($b = .071, p = .114$).

5. Discussion

In this chapter, the overall results of the data analyses are explained and discussed along with existing research and theories. The key findings that answer the research questions are elaborated and managerial implications are made to provide practical suggestions to HR professionals. Lastly, a summary of the results and the main contribution of the study are presented. Additionally, limitations of the current study and direction for future research are discussed.

5.1 Theoretical implications

The study produced several findings that are relevant and important to the employer branding literature. First, this study confirms the importance of brand awareness in influencing people's perceptions of potential employers. A company's brand awareness was found to have a significant impact on employer attractiveness and application intention. The participants considered the well-known organization as a more attractive employer and showed greater interest to pursue employment, whereas the unknown organization was perceived less favorable and solicited lower application intention from the participants. The critical role of brand awareness as the antecedent of talent attraction and employer attractiveness has been comprehensively discussed in previous research (Cable & Turban, 2001; Collins, 2007; Collins & Kanar, 2013; Gatewood et al., 1993; Lemmink et al, 2003). However, one former research by Allen et al (2007) found a contradicting effect of brand familiarity by claiming that there is no relationship between organization familiarity and talent attraction. The authors argued that brand awareness without supplementary knowledge of the brand image and relevant information might not have significant effect in shaping applicants' perceptions of employers (Allen et al., 2007). Despite the opposing view on the role of brand awareness, this current study supports the existing research that advocates the significance of brand awareness in building successful employer brand (Cable & Turban, 2001; Collins, 2007; Collins & Kanar, 2013; Saini et al., 2013). The dominant effect of brand awareness found on employer attractiveness and application intention implies that establishing brand awareness through activities that raise a company's exposure and visibility is critical for employers with a lack of brand familiarity in the market. Additionally, a significant effect of brand awareness was witnessed in the comparative analysis of all three

countries: Korea, China and the United States. A particular strong relationship between brand awareness and application intention was found in all three nations, and the Chinese participants were observed to be the most sensitive to brand name and reputation. A study by Schmitt and Pan (1994) suggested that Asians tend to be more sensitive to brand image compared to other ethnic groups. The authors argued that the brand's marketing strategies through strong association with the values such as prestige and high reputation were highly effective in improving the brand perception among Asian consumers (Schmitt & Pan, 1994). Thus, the significant effect of brand awareness found on the Chinese respondents in the current study further supports the previous research that claimed the importance of brand awareness among Asians.

Second, building onto the above regional differences observed in the results, the findings demonstrated that the nationality of participants has a significant effect on employer attractiveness and application intention. Most importantly, the US country of origin effect of the well-known employer was identified among the Chinese participants. The well-known US brand was positively influenced by a country of origin effect such that the Chinese respondents were generally more attracted and motivated to apply for a job in the reputable American organization compared to the US participants. Previous study on the country of origin effect explained that the Chinese consumers tend to associate the US brands with positive brand image and superior quality and showed preference to foreign brands over local brands (Schmitt & Pan, 1994). The current study revealed similar results that support the former research, as Chinese participants illustrated a greater attraction towards the renowned US brand as the employer of choice compared to the American respondents. However, the participants from Korea showed contradicting results to the Chinese participants. Koreans demonstrated even less attraction and interest towards the well-known US brand for employment than the US participants. Despite both Korea and China being categorized under the Asian countries in this study, a notable difference was found within the region. A study by Lee, Knight and Kim (2008) provided an explanation for the relatively less enthusiastic responses of the Korean participants towards the US brand. The authors argued that with the rise of reputation of local brands, Koreans have shown growing favorability towards domestic brands and consumers have become significantly less conscious of the brand name than in the past (Kotabe & Jiang, 2006). Thus, the stronger position of Korean brands in the consumer market might have potentially extended its positive influence on the perception of domestic

brands as employers, which in turn, resulted in the lower attraction towards the US organization. However, the current study cannot make any theoretical claim about the underlying reasons for the differences observed between Korean and Chinese participants, because the cultural differences consist of multidimensional factors and individuals' preference for the US versus local brands was not directly measured in the experiment. Despite the provision of limited theoretical explanation, the current study results find that the country of origin effect is deemed to be an important aspect of the recruitment study in predicting the employer attractiveness and application intention of participants from different countries.

Third, high-information advertisement content favorably influences individuals' perceptions of the employer, which supports and reinforces the findings from the former studies (Allen et al., 2007; Baum & Kabst, 2014; Collins, 2006; Kanar et al., 2015). The current experiment results showed that jobseekers are more likely to create positive associations with the company based on highly informative messages (Allen et al., 2007; Kanar et al., 2015). More importantly, the effect of high-information message content was found to be stronger in creating a favorable brand reputation of an organization with low brand familiarity (Kanar et al., 2015). A consistent result with the former research was observed in this study as the mean difference of the employer attractiveness between the advertisement with low and high information messages was greater for Wilcore (unknown) than that of P&G (well-known). The findings imply that the less known brands should communicate more comprehensive information to their target audience as consumers have very limited knowledge of the brand to build any positive perception. Furthermore, brand equity theory suggests that an increased familiarity of a brand leads to positive perception of the company (Atilgan et al., 2005). Thus, in the case of a company with low brand awareness, high-information recruitment messages are more effective in providing essential exposure and knowledge that develop initial familiarity, and subsequently creates favorable attitudes towards the employers (Collins, 2006). In addition, previous studies suggest that the effectiveness of information is dependent on the content of the information (Allen et al., 2007; Rynes et al., 1991). According to a study by Allen et al. (2007) corporate information had a direct effect on attitudes towards the employer while information on job attributes showed direct influence on application intention. In line with the authors' findings, future research could expand the scope of information used in recruitment practices to examine the

respective effects of the information based on content type. According to the 2016 Global Talent Trends report by LinkedIn, top three information that candidates want to know most about the employers are: Culture and values, perks and benefits, and mission and vision. Thus, it is important for employers to provide right type of information that the talent expect from their potential employers, and a further study on the influence of various types of information on jobseekers' perceptions and behaviors will add value to the significance of information in recruitment practices.

5.2 Managerial Implications

Based on the findings of this study, several managerial implications can be made for employers and HR professionals in the business world. First, the study highlighted the dominant effect of brand awareness in attracting and recruiting talent. For brands to create a positive perception as an employer, it is essential to build strong brand awareness as a corporate brand first. Although, employer branding would enable organizations to develop and communicate distinct employer images, the effectiveness of the marketing activities is likely to be undermined without a sound fundament of the corporate brand. Past research suggested that the corporate brand plays a critical role in creating various associations that influences a brand image as an employer (Cable & Turban, 2001; Kissel & Büttgen, 2015). When people are familiar with certain brands, they are more likely to show positive attitudes and willing to form favorable cognitive relationships with the companies (Aaker, 1991). Thus, for the employers with a lack of corporate brand awareness, they are recommended to implement the marketing practices that increase the exposure and visibility of the brands. The current study found that the high-information message is particularly effective for brands with low awareness in creating a favorable image of an employer. High-information advertisements are able to convey important messages that develop initial brand familiarity and improve understanding of the company (Collins, 2006). Thus, organizations with low brand awareness can start by focusing on the principal corporate information such as vision, brand story, products and culture which would help talent to better understand the company and create favorable perception through increased familiarity. Additionally, for the companies with high brand awareness, building an employer brand that is consistent with the corporate brand is recommended. Kissel and Büttgen (2015) argued that an individual's job seeking

experience on the brand's career site or social media page is more likely to affect the perception of the overall corporate brand than a particular image of the employer. Thus, a well-known brand is more likely to benefit from creating an employer brand that is aligned with the established reputation of the corporation. In addition, distribution of more specific information on career and working culture targeted at potential candidates will be helpful in strengthening the brand image of an employer and recruiting new talent.

Second, with the relentless progress of globalization, it are not only businesses and economies that are transformed, but also the job market has experienced a transformation. When global organizations recruit local talent for regional operations, it is important for employers to take cultural differences into considerations. The current research discovered several regional differences on the participants' perceptions and behaviors towards potential employers. For instance, the Chinese participants demonstrated greater interests towards working for the US employers compared to Korean and American potential candidates. In addition, the country analysis showed the differential interaction effects of brand awareness, interactivity and information richness of the recruitment advertisement in the three nations. In China, 3-way interaction among brand awareness, information richness and interactivity was observed in both employer attractiveness and application intention. Among the Korean participants, highly significant 3-way interaction among brand awareness, information richness and interactivity was only found on employer attractiveness. In the US, two-way interaction between brand awareness and interactivity was found on employer attractiveness. Despite the differences in the results, brand awareness was observed to be an important variable in all the interaction effects that were found significant in the three countries. The findings commonly support that the company's brand awareness positively moderates the effect of recruitment advertisement on employer attractiveness and application intention to various extent. However, the results also revealed the clear differences across countries that emphasized regional characteristics. For instance, employer perceptions of the Asian participants were more susceptible to the advertisements that provide a holistic combination of interactivity and high-information messages than that of the US participants. The advertisement by P&G (well-known) which contained high interactivity and information on recruitment processes and career opportunities, showed significant effects in influencing the favorability of the employers among the Asian participants, and in particular to the Chinese participants, the effect was extended to application intention. Furthermore, with the general

perceptions of Asian jobseekers being more sensitive to brand names and reputation, companies with the well-known brands are recommended to actively leverage on its existing brand presence and prestige in the country of origin, in order to create comparable employer images abroad, that strongly appeal to local talent. To strengthen the current findings, more theoretical explanation on the regional differences is required, but it is important for global employers to acknowledge that there is no single recruitment approach to attract talent from all over the world and understand the need for localization of the recruitment practices to better cater to the target market.

Third, the importance of the interactivity of a recruitment advertisement cannot be ignored. Due to the limitation of the research set up, participants' perceptions were not significantly influenced by the interactivity of the advertisements. However, the marketing industry and literature have been emphasizing the importance of interactivity of the online content (Stelzner, 2013). Various prior studies suggested the positive impact of interactive content on improving the relationship between brands and customers (Kelleher, 2009; Yoon et al., 2008). Furthermore, the current study found that the interactivity of the recruitment advertisement becomes effective when it combines with high-information messages and brand awareness of the employers. Despite its limited direct impact on perceptions and behaviors of potential applicants, companies should continue to create employer branding materials that solicit active participation and interactive communications from the jobseekers. In addition, the focus of interactivity has changed over time in the advertisement context. According to Martin and Todorov (2010), the initial idea of interactivity was to create something that enables real-time engagement on a platform such as a website or mobile application. However, the new idea of interactivity is no longer restricted to the interactions within an individual medium (Martin & Todorov, 2010). To enhance and extend the user experience, critical touchpoints across multiple platforms have been created where consumers can interact with the brands without disruption (Martin & Todorov, 2010). Thus, employers can leverage on diverse platforms, such as their career website, online job boards and social media to prolong their interactions with potential applicants and convey consistent employer branding messages.

Last, beside the pre-defined conditions, a participant's employment state of mind was found to be an important determinant of an individual's application intention, despite its limited influence on the participants' perceptions of employers. The results imply that a

participant's perception of an employer is independent of his or her openness towards a new job, whereas application intention is highly related to their interest for new career opportunities. Also, it is understandable that participants with greater interest in new career opportunities demonstrate higher behavioral intention to pursue a career change. Thus, employers should build a favorable employer image that generates a positive perception of a company across all audiences. However, when it comes to recruitment advertisement, it is important to identify and specifically target the potential candidates who are currently open and looking for new opportunities to increase the hire rate and recruitment efficiency by focusing on the right candidates.

6. Conclusion

6.1 Summary and contributions

The objective of this thesis was to explore what constitutes an effective recruitment advertisement on social media that creates positive perception of an employer and attracts potential candidates to the organization. The interactivity and information richness of the recruitment advertisements were the key concepts that were manipulated, and their respective effects on employer attractiveness and application intention were measured in the analyses. The conceptual framework was then extended with examining the moderating role of brand awareness on the relationship between recruitment advertisement and the perception and behavior of potential candidates. In addition, to investigate the influence of the country of origin effect on the Asian applicants' perception on employer attractiveness compared to that of the US applicants, a cross-national analysis was conducted with respondents from Korea, China and the US.

The present study addressed important aspects of recruitment practices and added value to existing employer branding literature for several reasons. The study did not only confirm the findings of the past studies on the significance of brand awareness, but it further examined the comparative effect of brand awareness on talent attraction in different countries. The country analysis on the participants from Korea, China and the United States revealed that the potential candidates are highly sensitive to brand awareness when it comes to their application for jobs, and the significance of the effect was found to be the largest in China followed by the US and Korea. Furthermore, the study found the moderating role of brand awareness on employer attractiveness in both Asian countries, which was shown by the 3-way interaction effect among brand awareness, interactivity and information richness of the advertisement. Thus, not only brand awareness, but also the combination of both high-information message and interactivity of the recruitment advertisement was found to be highly important in attracting the talent in both Korea and China.

In addition, the study examined the direct effect of social media recruitment advertisement on individuals' perceptions and behaviors towards employers. Numerous previous researches have studied the role of social media in the context of employer branding (Katiyar & Saini, 2016; Kissel & Büttgen, 2015; Sivertzen et al., 2013), but there was a lack of empirical research focusing on the type of content of the recruitment advertisement on

social media. The comparative significance of information richness and interactivity of the advertisement has been observed across countries and the results provide useful implications for HR professionals in developing recruitment campaign materials.

Lastly, the cross-national country analysis of the Asian countries extends the scope of current recruitment literature, by conducting the research on less examined countries. Past studies on the impact of employer branding and the recruitment practices in social media have been largely studied in Western countries. A former study by Sivertzen et al. (2013) discovered the factors organizations should focus on in employer branding with students among higher education institutions in Norway. A similar study was conducted by Kissel and Büttgen (2015) in Germany to identify the critical factors that drive employer attractiveness. A research on the effectiveness of recruitment practices among the US students was conducted by Allen et al. (2007). The ongoing economic development across Asia-Pacific will certainly continue to generate substantial opportunities for employers to attract talent. The current study provides an initial result of the impact of recruitment advertisement on Asian talent and analysis on their attitudes and behaviors towards potential employers.

6.2 Limitations

Despite the before mentioned results and contributions to the existing literature, there are several limitations that need to be taken into account and addressed by future research. The first limitation concerns the research design of the study, in particular the sequence and composition of the questionnaire. Although a pilot test was conducted to increase the quality and participation of the experiment, over a hundred of the samples had to be removed due to incomplete responses. For instance, 'nationality' is one of the key variables in the study for comparative country analysis. However, the participant's nationality was asked only at the end of the survey as it was categorized under the demographic questions. Such order of the survey resulted in a large number of missing values on the nationality of the participants, even among those who completed all other questions on key concepts and manipulation checks. A total of 173 participants' data had to be cleaned because without the information on nationality, the data has little contribution to the country analysis and proving the hypotheses, especially on the country of origin effect. Deletion of the data may have influenced the final results of the analyses, but to increase the validity of the research, omission of the incomplete

responses was necessary. Thus, for additional research, it is highly recommended to place all the questions on key variables and manipulation checks before the demographic and miscellaneous measurements which are of less importance to the results.

A second limitation is that despite the focus of the experiment being the interactivity of recruitment advertisements on social media, the manipulation of the condition did not successfully integrate all important aspects of the variable which resulted in a failed manipulation check. Interactivity in social media context is facilitated by the user-centric environment where individuals are able to perform two-way communication with technology and other users, by having active control over the process of networking and consumption of the content (Liu & Shrum, 2002). However, the online experiment was set up in a static website where no real-time interaction with the participants was possible. Thus, the interactivity of the advertisement was only manipulated within the stimuli material by using different types of keywords and images that signal the interactive elements of the stimuli to the participants. Furthermore, due to this limitation, we could not accommodate or respond to the interactions initiated by the participants during the actual experiment. Given that the two-way communication is the fundament of user interactivity, the inability to closely replicate the real life online environment might have compromised the validity of the experiment. In addition, unlike the concept of information richness, which had several validated scales from the past studies, no existing measurements were found to be adaptable to measure advertisement interactivity for the current experiment. Thus, one question, “The company’s online recruitment engages me to discover more information about the open positions”, was constructed to measure both variable and manipulation check on interactivity of the advertisement. However, the reliability of the measurement could be improved with additional questions that measure the interactivity of the advertisement based on the manipulations applied to the stimuli. For instance, questions such as, “To what extent the advertisement actively engaged the respondents to take action (share, like, comment)” or “To what extent the advertisement actively engaged the respondents to participate in the event” could be included in future studies.

A third limitation of this study is that, due to the lack of country-specific studies on the recruitment in Asia, the hypotheses were stipulated based on the existing research, which suggest Asian countries are often assumed to share a highly similar cultural background. It was expected that such an approach would increase the generalizability of the study, but the

findings showed contrasting results between the participants from two Asian countries, South Korea and China. For additional research, it would be interesting to further explore the heterogeneity of participants from various Asian countries, which often have a different environment in their job market. For instance, including respondents from regions such as Hong Kong and Singapore, which are perceived as important business hubs in Asia for multinational corporations, might present divergent results from Korea and China.

Fourth, several former researches have studied the dissimilarities in survey response style between the participants from different cultural backgrounds (Chun, Campbell, & Yoo, 1974; Dolnicar & Grun, 2007; Marshall & Lee, 1998; Roster, Rogers, & Albaum, 2003; Zax & Takahashi, 1967). According to past studies on the difference in the response style of Asian and American respondents, the US participants showed a more extreme response style, with answers that tend to be skewed towards the endpoints of the scale (Chun et al., 1974; Roster et al., 2003). Furthermore, a study by Stening and Everett (1984) suggested that Asian respondents portrayed more self-effacing and careful attitudes in answering the survey questions compared to other nationalities. Thus, with the cross-national surveys conducted in the current study, the presence of a response bias, an occurrence of systematic difference in response style independent of the survey content, is inevitable. One way to minimize the error would be to set a common effective sample size, which ensures the same level of precision in participants from different countries by estimating the number of random samples needed for a research design (Gabler, Häder, & Lynn, 2006; Lynn, Häder, Gabler, & Laaksonen, 2007).

Fifth, the convenience sampling method used for data collection posed a limitation to the study. Despite the evident trade-off of implementing the convenience sampling method, it was still considered to be a viable approach to recruit a large number of participants from three different countries within limited time and budget. The chosen method may have resulted in a less representative sample, as over 80% of the participants consisted of the age between 20 to 35 and more than 70% of the sample completed at least a Bachelor's degree, which skewed the results towards a higher education level. Although the collected sample might reduce the generalizability of the findings, given that the university graduates and currently employed job seekers between the age of 20 to 35 are active members of the job market and social media, employers might consider the group as the critical target of the recruitment strategies.

6.3 Future research

The present study has found an effect of the participants' nationality on their perceptions of employers. It was found that among the participants from Korea, China and the US, the Chinese participants demonstrated the highest preference for the well-known US employer. Furthermore, the perception of employer attractiveness among the Chinese participants were higher than that of local potential candidates, the US participants, which confirmed the country of origin effect of the well-known US brand. However, a former study by Holtbrügge and Kreppel (2012) claimed that the country of origin effect is more intricate than often discussed in the theories. The authors found that the extent of country of origin effect depends on various factors such as company industry and recruitment practices (Holtbrügge & Kreppel, 2012). This research chose a highly reputable American consumer goods manufacturer, Procter & Gamble (P&G) for the test of the country of origin effect. In the current experiment, the origin of P&G was only briefly mentioned once in the corporate description as an American multi-national consumer goods corporation, with no additional emphasis on the origin in the stimuli. However, for future studies, it might be interesting to explore whether the country of origin is clearly communicated in recruitment practices and if so, what is the effect of transparency of a company's COO on the talents' perceptions of the employers across the regions. The country of origin effect signals certain stereotypes of the country, and preconceived image of the country influences the evaluation of the products (Lee, Yun & Lee, 2005; Zhukov, Bhuiyan & Ullah, 2015). For instance, Japan and Germany are often viewed as the favorable countries of origin for reliable and high-quality products, while Malaysia and Thailand tend to be perceived as the countries of origin with low reputation of product quality (Chao, 1998; Maheswaran, 1994). Thus, in line with the effect of COO on product branding, future research should study if the transparent communication of the company's country of origin is applicable in the context of employer branding. In addition, the study can also examine the potential moderating relationship between transparency in communication on country of origin and employer attractiveness with other variables studied in the former research, such as company industry and recruitment practices (Holtbrügge & Kreppel, 2012).

Second, despite the assumption of shared similar cultural background among the Asian countries, several differences in the results were shown between the Korean and Chinese participants. The two most contrasting findings were the effect of the country of

origin and the recruitment advertisement on employer attractiveness. The Korean participants consistently demonstrated less positive attitudes towards the well-known US employer (P&G) than the American and Chinese participants. Based on the current findings, it is rather conclusive that the country of origin effect of the US employer is not significant among the Korean potential candidates. However, given the high number of global corporations operating in Korea, it will be useful to conduct further study on the country of origin effect with the countries such as Germany, Switzerland and the Netherlands, where a large number of Fortune 500 companies originated from and currently have international operations in Korea (“Visualize The Global 500”, 2017).

Lastly, the importance of high-information messages in recruitment practices has been repeatedly highlighted in the existing literature (Allen et al., 2004; Barber, 1998; Kanar et al., 2013; Rynes et al., 1991). The current study focused on the effectiveness of the information related to career opportunities and recruitment processes. However, according to the past study by Kanar et al. (2013), the effect of the information message differs based on the type of the information. Thus, for future research, a wider range of information types can be considered to examine the respective effects. With the increasing adoption of online platforms such as career websites, mobile applications and social media, the type and medium of the information that can be shared with jobseekers has become more diverse than ever. In addition, a report on global talent trends by LinkedIn (2016) mentioned that the three most popular types of information that jobseekers want from potential employers are related to working culture, welfare and employer vision. Thus, expanding the research scope with different types of information will bring useful insights to HR professionals in developing recruitment materials for talent.

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Appendices

Appendix A: Questionnaires

Appendix A1: Questionnaire Korean

Page 1.

안녕하세요.

저는 네덜란드 에라스무스 대학에서 비즈니스&미디어 전공 석사과정에 재학 중인 김영아라고 합니다.

본 설문조사는 석사 학위 논문을 위한 “기업의 SNS 사용에 대한 소비자의 태도” 조사를 목적으로 하며, 학문적인 연구 자료로 활용하고자 작성된 것입니다. 모든 응답은 익명으로 통계 처리되어 순수하게 학문적인 목적으로만 사용됩니다.

설문조사는 **약 5분** 정도가 소요되며, 질문에는 정답이 없으므로 각 문항을 잘 읽으시고 귀하의 생각과 경험에 근거하여 응답해 주시면 됩니다. 바쁘신 와중에도 설문조사에 참여해 주셔서 대단히 감사합니다.

김영아 드림. 에라스무스 대학교 476560yk@student.eur.nl

위 약관에 동의하십니까?

- 네. 설문조사에 응하겠습니다.
- 아니오, 설문조사에 응하지 않겠습니다.

Page 2.

다음 페이지에서 한 회사의 로고를 보여드리겠습니다.

회사 로고를 자세히 보시고 해당 내용에 관한 문항에 답해주시기 바랍니다.

다음페이지에 이미지가 로딩되는데 시간이 소요될 수 있습니다. 이미지가 나올 때까지 조금만 기다려주시길 바랍니다

Page 3.

[Brand Logo] *Either one of the company logo will be randomly displayed.*



High Awareness



Low Awareness

Page 4.

[Brand Awareness] 위의 브랜드와 관련하여 아래의 각 문장에 얼마나 동의하는지 표시해 주십시오.

	전혀 동의하지 않는다	동의하지 않는다	중립적이다	동의한다	매우 동의한다
해당 브랜드에 대해 알고있다.					
내가 잘 아는 브랜드이다.					
해당 브랜드를 타 브랜드로부터 구별할 수 있다.					

Page 5.

지금부터 P&G/Wilcore 웹사이트의 기업 소개 페이지를 보여드리겠습니다.

기업 소개글을 잘 읽으신 후 해당 내용에 관한 문항에 응답해 주십시오.

해당 자료는 한 번만 보여드리오니 자세히 읽고 질문에 답해 주시기 바랍니다.

다음페이지에 이미지가 로딩되는데 시간이 소요될 수 있습니다. 이미지가 나올 때까지 조금만 기다려주시길 바랍니다

[Company Description] One of the company descriptions will be displayed based on the logo shown in page 3.

P&G | 홈 | 회사소개 | 채용공고 | 지원하기

목적, 가치, 원칙을 바탕으로 P&G의 특별한 기업문화를 만들어갑니다.

175년이 넘는 역사 동안 우리 기업은 큰 성장과 변화를 겪으면서도 P&G의 핵심 철학인, 목적, 가치, 원칙을 지켜왔습니다. 우리 기업은 미래를 이끌어 갈 다음 세대들이 P&G의 철학을 이어갈 수 있는 환경을 만들어 가고자 합니다.

P&G는 미국 다국적 생활용품 제조기업으로서 180개가 넘는 나라에 제품들이 진출되어 있습니다. 우수한 제품과 서비스를 제공함으로써 세계 소비자들의 더 나은 생활을 책임지고 있습니다. P&G는 고객들의 편안한 삶을 목표로 노력하는 다양한 브랜드들로 이루어져 있으며, 세제, 위생, 미용 등 **10개 이상의 상품 카테고리**를 전문 생산하고 있습니다.

뉴스
P&G의 새로운 소식을 전해드립니다. [계속 읽기](#)

P&G 회사 이야기
현직원이 P&G 회사 생활 이야기를 생생히 들려드립니다. [계속 읽기](#)

문의
P&G의 상품 정보 및 채용 관련 질문에 도움을 드립니다.

Wilcore | 홈 | 회사소개 | 채용공고 | 지원하기

목적, 가치, 원칙을 바탕으로 Wilcore의 특별한 기업문화를 만들어갑니다.

175년이 넘는 역사 동안 우리 기업은 큰 성장과 변화를 겪으면서도 Wilcore의 핵심 철학인, 목적, 가치, 원칙을 지켜왔습니다. 우리 기업은 미래를 이끌어 갈 다음 세대들이 Wilcore의 철학을 이어갈 수 있는 환경을 만들어 가고자 합니다.

Wilcore는 미국 다국적 생활용품 제조기업으로서 180개가 넘는 나라에 제품들이 진출되어 있습니다. 우수한 제품과 서비스를 제공함으로써 세계 소비자들의 더 나은 생활을 책임지고 있습니다. Wilcore는 고객들의 편안한 삶을 목표로 노력하는 다양한 브랜드들로 이루어져 있으며, 세제, 위생, 미용 등 **10개 이상의 상품 카테고리**를 전문 생산하고 있습니다.

뉴스
Wilcore의 새로운 소식을 전해드립니다. [계속 읽기](#)

Wilcore 회사 이야기
현직원이 Wilcore 회사 생활 이야기를 생생히 들려드립니다. [계속 읽기](#)

문의
Wilcore의 상품 정보 및 채용 관련 질문에 도움을 드립니다.

Page 7.

[Brand Reputation] 방금 보신 자료를 바탕으로 아래 각 문장에 얼마나 동의하는지 표시해 주십시오.

	전혀 동의하지 않는다	동의하지 않는다	중립적이다	동의한다	매우 동의한다
전체적으로 평판이 좋은 기업이다.					
개인적으로 호감이 가는 기업이다.					
신뢰할 수 있는 기업이다.					
존경하고 선망하는 기업이다.					

Page 8.

지금부터 P&G/Wilcore 의 SNS 포스팅을 보여드리겠습니다.

포스팅을 잘 읽으신 후 해당 내용에 관한 문항에 응답해 주십시오.

해당 자료는 한 번만 보여드리오니 자세히 읽고 질문에 답해 주시기 바랍니다.

다음페이지에 이미지가 로딩되는데 시간이 소요될 수 있습니다. 이미지가 나올 때까지 조금만 기다려주시길 바랍니다

[Condition 1]

 **P&G Career**
Sponsored Like Page

안녕하세요, P&G Korea에서 신입사원 채용을 시작하였습니다!

이번 채용은 10개 이상의 다양한 P&G 브랜드에서 IT, 영업, 마케팅, 재무부서를 함께 이끌어갈 새로운 인재를 모집합니다. 다양한 팀과의 협업이 이루어지고 직무의 책임이 주어지는ダイナミック한 근무 환경을 원하는 인재라면, 꼭 지원해주세요!

아래 이미지에 보이는 브랜드 로고를 '클릭'하시면 P&G에서 제공하는 다양한 채용 기회를 보실 수 있습니다. 현재 아리엘, 질레트, 헤드 앤 숄더, 펄퍼스 그리고 SK-II에서 많은 여러분의 지원을 기다립니다.

이 포스트를 친구들과 공유하시면 경품 이벤트에 참가하실 수 있습니다! 더 자세한 사항은 홈페이지 (<http://korea.pgcareers.com>)에서 확인해주세요.

서류전형: 16th April (월) - 27th April (금)
채용절차: 서류전형 - 인적성 검사 - 1차 면접 - 2차 면접 - 채용



P&G 상반기 신입모집

ARIEL Gillette head & shoulders Pampers SK-II

브랜드 로고를 클릭 하시면
다양한 P&G 브랜드 에서 제공하는 채용공고를 보실 수 있습니다.

P&G 상반기 신입모집
인재 여러분의 많은 지원 바랍니다.
[HTTP://KOREA.PGCAREERS.COM](http://korea.pgcareers.com) Apply Now

Like Comment Share

1.3K 224 Comments 131 Shares

Page 10.

[Condition Check] 귀하가 방금 본 이미지가 P&G 의 페이스북 광고가 맞습니까?

- 네
- 아니오

Page 11.

[Ad Perception] 방금 보신 자료를 바탕으로 아래 각 문장에 얼마나 동의하는지 표시해 주십시오.

	전혀 동의하지 않는다	동의하지 않는다	중립적이다	동의한다	매우 동의한다
재밌는 내용의 포스팅이다.					
관심이 가는 내용의 포스팅이다.					
흥미를 끄는 내용의 포스팅이다.					

[Employer Attractiveness] 방금 보신 자료를 바탕으로 아래 각 문장에 얼마나 동의하는지 표시해 주십시오.

	전혀 동의하지 않는다	동의하지 않는다	중립적이다	동의한다	매우 동의한다
개인적으로 일하기 좋은 기업이라고 느꼈다.					
일해보고 싶은 기업이다.					
해당기업에 대해 더 알고 싶어졌다.					

[Application Intention] 방금 보신 자료를 바탕으로 아래 각 문장에 얼마나 동의하는지 표시해 주십시오.

	전혀 동의하지 않는다	동의하지 않는다	중립적이다	동의한다	매우 동의한다
나라면 개인적으로 가장 가고 싶은 기업 중 하나로 꼽을 것이다.					
해당 기업에서 면접 기회가					

주어진다면 보러
가겠다.

해당 기업에
취직하기 위해
많은 시간과
노력을 투자 할
의향이 있다.

구직 중인
친구에게 해당
기업을
추천하겠다.

해당
기업으로부터
채용 제의를
받는다면
수락하겠다.

[Information Richness] 방금 보신 자료를 바탕으로 아래 각 문장에 얼마나 동의하는지 표시해 주십시오.

	전혀 동의하지 않는다	동의하지 않는다	중립적이다	동의한다	매우 동의한다
제시된 소셜 미디어 포스팅에서 채용 관련 정부를 쉽게 찾을 수 있다.					
제시된 소셜 미디어 포스팅에서 취업 관련 정보를 바로 찾아볼 수 있다.					
제시된 소셜 미디어 포스팅에서 최신 채용 공고와 관련 정보를 얻을 수 있다.					
지원에 필요한 채용 관련 정보를 제공한다.					

[Demographic questions]

1. 귀하의 나이를 숫자로 기입해 주십시오 (만 나이 기준)

2. 귀하의 성별은 무엇입니까?

- 남자
- 여자

3. 귀하의 최종 학력을 표시해 주십시오.

- 중학교 졸업 이하
- 고등학교 졸업
- 전문대 졸업
- 4년제 대학 졸업
- 석사 취득
- 박사 취득

4. 현재 귀하의 학력 혹은 고용 상태는 다음 중 어디에 해당합니까?

- 대학 재학중
- 야간 대학 재학중
- 회사 재직중 (최소 주 40 시간)
- 아르바이트
- 무직

5. (Only respondents who answered, “Full-time employment”, “Part-time employment”
in question 4) 귀하의 총 재직 기간은 다음 중 어디에 해당합니까?

- 6 개월 미만
- 6 개월 ~ 1 년
- 1 년 ~ 2 년
- 2 년 ~ 5 년
- 5 년 ~ 10 년
- 10 년 이상

6. (Only respondents who answered, “Full-time employment”, “Part-time employment”
in question 4) 다음 중 현재 귀하의 고용 상태를 가장 잘 나타내는 문장을
고르십시오.

- 현재 직장이 만족스럽고, 새로운 구직 활동을 할 의향이 없다.
- 현재 직장이 만족스럽지만 새로운 기회가 온다면 이직 할 마음이 있다.
- 적극적으로 새 직장을 찾는 중이다.

7. 귀하는 소셜 미디어를 사용하십니까?

- 네
- 아니오

8. (Only respondents who answered “Yes” in question 7) 귀하는 소셜 미디어를
얼마나 자주 사용하십니까?

- 일년에 몇 번
- 한달에 한 번
- 일주일에 한 번
- 일주일에 여러번
- 매일

9. 귀하의 국적은 무엇입니까?

- 한국
- 중국
- 미국
- 기타

Page 17.

설문에 응해 주셔서 대단히 감사합니다.

설문 조사 결과에 관심이 있거나 설문 관련 문의가 있으실 경우 언제든지
476560yk@student.eur.nl 로 이메일 주시기 바랍니다.

김 영아 드림.

Appendix A2: Questionnaire Chinese

Page 1.

亲爱的参与者们,

非常感谢您对这项问卷调查的参与。

我是 **Young Ah Kim**, 目前正于鹿特丹伊拉斯姆斯大学攻读媒体与商业计划。这项问卷调查是我的硕士论文的一部分, 也仅供学术研究用途, 因此所有的答案将以匿名的形式呈报。

这项问卷调查估计将耗时 5 分钟。答案无分对错。纯粹对参与者对于社交媒体活动的看法及意见感兴趣。参与者的个人资料将被 100% 的保密。并不会被用于其他用途。非常感谢您参与这项问卷调查活动。

如果有任何疑问或对此问卷调查的结果感兴趣, 请联络本人
(476560yk@student.eur.nl)。在此先对您的参与表示感谢!

Young Ah Kim

你是否同意条款?

是

否

Page 2.

公司商标将会在下页呈现。请您仔细观察并基于所展示品牌回答下列问题。

下一页问题中包含图片。图片下载可能需要一些时间, 请耐心等待直到图片显示完全。

Page 3.

[Brand Logo] *Either one of the company logo will be randomly displayed.*



High Awareness



Low Awareness

[Company Description] One of the company descriptions will be displayed based on the logo shown in page 3.

P&G 主页 关于我们 职业机会 申请

P&G head & shoulders SK-II ARIEL Pampers Gillette

我们的目标、价值观以及理念是P&G公司特有文化的基本支柱。

在过去超过**175年的历史当中**，虽然我们的业务已经得到了很大的扩张及改变，但是以上的元素却依然保留至今，在未来也将继续保留这样的传统，然后传给P&G的下一代。

P&G是**美国的一家国际消费品集团**。所销售产品遍及全球超过**180个国家**。我们致力于优质的产品与服务以改善全球消费者的生活质量。我们所销售的产品可归为10大类。其中包括清洁产品、卫生产品、个人护理及美容产品。我们的品牌是由**许多独立品牌所组成**，它们所提供的客服方式都有所不同。但我们都有一个共同的目标，那就是为人们的生活带来便利。

消息 查看有关P&G的最新消息 [更多](#)

在P&G工作 查看我们现役员工的故事分享以获取更多有关在P&G工作的详情。 [更多](#)

联络我们 我们乐意为您提供有关我们产品以及就业机会的相关资讯。

Wilcore 主页 关于我们 职业机会 申请

Wilcore FLOM Activ Durst Lisa Anha TRIPLEX

我们的目标、价值观以及理念是Wilcore公司特有文化的基本支柱。

在过去超过**175年的历史当中**，虽然我们的业务已经得到了很大的扩张及改变，但是以上的元素却依然保留至今，在未来也将继续保留这样的传统，然后传给Wilcore的下一代。

Wilcore是**美国的一家国际消费品集团**。所销售产品遍及全球超过**180个国家**。我们致力于优质的产品与服务以改善全球消费者的生活质量。我们所销售的产品可归为10大类。其中包括清洁产品、卫生产品、个人护理及美容产品。我们的品牌是由**许多独立品牌所组成**，它们所提供的客服方式都有所不同。但我们都有一个共同的目标，那就是为人们的生活带来便利。

消息 查看有关Wilcore的最新消息 [更多](#)

在Wilcore工作 查看我们现役员工的故事分享以获取更多有关在Wilcore工作的详情。 [更多](#)

联络我们 我们乐意为您提供有关我们产品以及就业机会的相关资讯。

Page 7.

[Brand Reputation] 请选择以下符合您对该品牌的认识程度的句子。

强烈反对 不太同意 既不同意也
不反对 有些同意 非常同意

这家公司享有良好的声誉。	
我对这家公司有良好的印象。	
这是一家值得信赖的公司。	
这是一家令人敬佩的公司。	

Page 8.

请仔细阅读 P&G 公司的微信帖子。在此之后，您将就所阅读的资料进行答题。请您仔细阅读，因为该介绍资料之后将不再显示。

下一页问题中包含图片。图片下载可能需要一些时间，请耐心等待直到图片显示完全。

[Condition 1]



[Employer Attractiveness] 请选择以下符合您对该品牌的认识程度的句子。

强烈反对 不太同意 既不同意也
不反对 有些同意 非常同意

对于我来说，这家公司将会是一个良好的工作场所。	
这家公司挺吸引我到那里就业的。	
我对这家公司感兴趣，并想知道更多的有关资讯。	

[Application Intention] 请选择以下符合您对该品牌的认识程度的句子。

强烈反对 不太同意 既不同意也
不反对 有些同意 非常同意

我会把这家公司列入我就业的第一选项。	
我会接受来自这家公司的工作面试邀请。	
我会尽心尽力为这家公司服务。	

我会把这家公司介绍给正在求职的朋友。

我会接受来自这家公司的工作机会。

Page 14.

[Interactivity] 请选择以下符合您对该品牌的认识程度的句子。

强烈反对 不太同意 既不同意也不反对 有些同意 非常同意

这家公司的网上招聘项目让我更好的了解到目前所招聘的职位。

Page 15.

[Information Richness] 请选择以下符合您对该品牌的认识程度的句子。

强烈反对 不太同意 既不同意也不反对 有些同意 非常同意

这家公司的社交媒体招聘广告对于求职者来说，是一个能够便利的获得职业讯息的渠道。

这个社交媒体招聘广告使求职者能够马上获取到关于工作岗位的相关资讯。

这个社交媒体招聘广告为我提供了有关这家公司最新的工作机会及相关资讯。

这个社交媒体招聘广告提供了相关的就业咨询。

[Demographic questions]

1. 您的年龄？

2. 您的性别？

男性

女性

3. 您的最高受教育水平是？

低于高中

高中毕业

职业/学术文凭

学士学位

硕士学位

高于学士学位

4. 以下哪项描述符合您的现阶段情况？

全日制学生

非全日制学生

全职员工

兼职员工

无业

5. (*Only respondents who answered, “Full-time employment”, “Part-time employment” in question 4*) 目前已经工作多长时间？

- 少于六个月
- 六个月到一年
- 一年到两年
- 两年到五年
- 五年到十年
- 超过十年

6. (*Only respondents who answered, “Full-time employment”, “Part-time employment” in question 4*) 请在以下表述中，选择最符合您目前心态。

- 我对目前的工作感到非常满意，并没有更换工作的想法。
- 我对目前的工作感到满意，但不排除更换工作的机会。
- 目前正积极寻找新的就业机会。

7. 您平时使用社交媒体吗？

- 是
- 否

8. (*Only respondents who answered “Yes” in question 7*)

您使用这些社交媒体的频率？

- 每年几次
- 每月一次
- 每周
- 一周几次
- 每天

9. 国籍

- 韩国
- 中国
- 美国
- 其他

Page 17.

这是问卷调查的最后页面。

感谢您抽出时间完成了这项问卷调查。您的答案对这项调查非常重要，因此本人由衷感谢您参与。若有任何疑问或是对调查结果感兴趣，请通过以下邮箱地址联络本人：

476560yk@student.eur.nl

Appendix A3: Questionnaire English

Page 1.

Dear participant,

Thank you very much for agreeing to take part in this survey.

I am Young Ah Kim, a master student from Media & Business programme at Erasmus University Rotterdam. This survey is part of my Masters Thesis and thus, the survey results will be used only for scientific studies and all of your answers will be reported anonymously.

The questionnaire will take approximately 5 minutes. There are no right or wrong answers - I am simply interested in your opinions towards the company's social media activities.

Personal information provided will be 100% kept confidential and will not be used for other purposes than this survey. Your participation is greatly appreciated.

If you have any question or if you are interested in the results of the study, please do not hesitate to contact me (476560yk@student.eur.nl).

Thank you in advance for your participation.

Young Ah Kim

Do you agree to the terms?

Yes

No

Page 2.

In the following page, a **company logo** will be presented to you. Please take a look at it carefully and answer the following questions based on the brand shown in the next page.

In the next page,** it might take few seconds for the image to load. Please **wait until the image appears.

Page 3.

[Brand Logo] *Either one of the company logo will be randomly displayed.*



High Awareness



Low Awareness

Page 4.

[Brand Awareness] To what extent do you agree to the following statements?

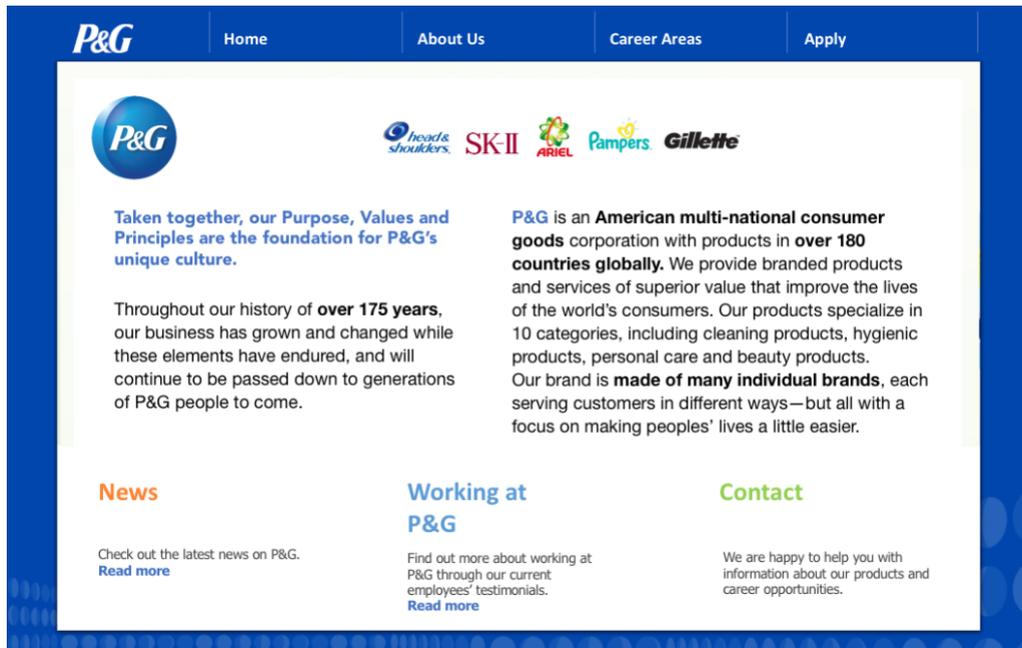
	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I am aware of this brand.					
I am familiar with this brand.					
I can recognize this brand among other competing brands.					

Page 5.

Please carefully read the following company description of P&G/Wilcore. After you have read the post, you will be asked to answer few questions regarding its content. **Please make sure to carefully read the message**, as it **will NOT be shown again** to you later on.

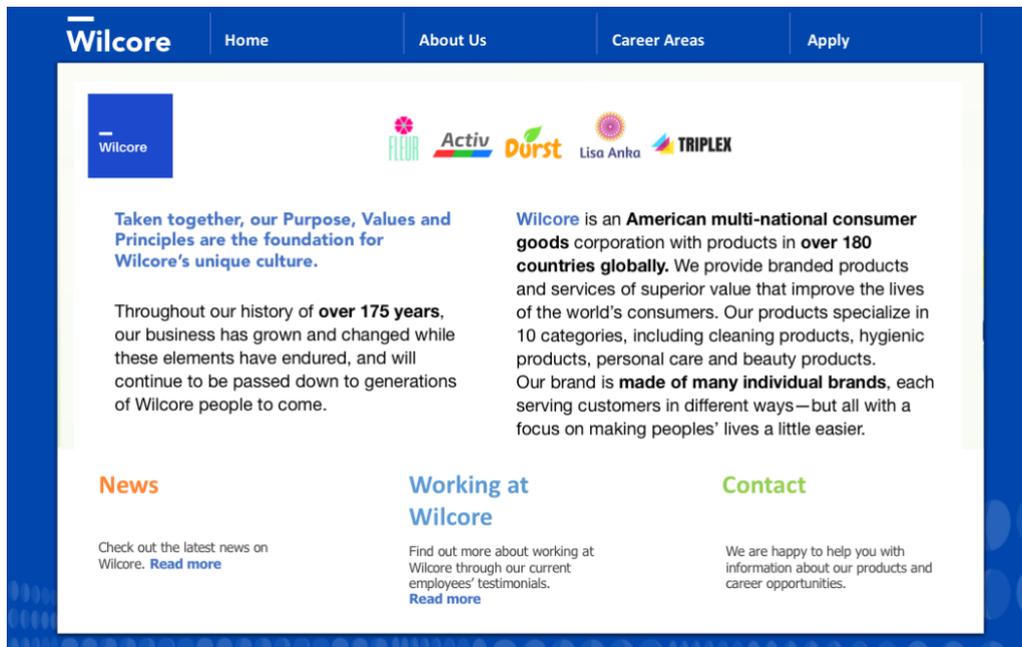
***In the next page,** *it might take few seconds for the image to load. Please wait until the image appears.**

[Company Description] *One of the company descriptions will be displayed based on the logo shown in page 3.*



The screenshot shows the P&G corporate website. The navigation bar includes 'Home', 'About Us', 'Career Areas', and 'Apply'. The main content area features the P&G logo, a row of brand logos (head & shoulders, SK-II, ARIEL, Pampers, Gillette), and a company description. The description states: 'Taken together, our Purpose, Values and Principles are the foundation for P&G's unique culture.' and 'Throughout our history of over 175 years, our business has grown and changed while these elements have endured, and will continue to be passed down to generations of P&G people to come.' It also states: 'P&G is an American multi-national consumer goods corporation with products in over 180 countries globally. We provide branded products and services of superior value that improve the lives of the world's consumers. Our products specialize in 10 categories, including cleaning products, hygienic products, personal care and beauty products. Our brand is made of many individual brands, each serving customers in different ways—but all with a focus on making peoples' lives a little easier.'

Below the description are three columns: 'News' (Check out the latest news on P&G. [Read more](#)), 'Working at P&G' (Find out more about working at P&G through our current employees' testimonials. [Read more](#)), and 'Contact' (We are happy to help you with information about our products and career opportunities).



The screenshot shows the Wilcore corporate website. The navigation bar includes 'Home', 'About Us', 'Career Areas', and 'Apply'. The main content area features the Wilcore logo, a row of brand logos (Activ, Dürst, Lisa Anka, TRIPLEX), and a company description. The description states: 'Taken together, our Purpose, Values and Principles are the foundation for Wilcore's unique culture.' and 'Throughout our history of over 175 years, our business has grown and changed while these elements have endured, and will continue to be passed down to generations of Wilcore people to come.' It also states: 'Wilcore is an American multi-national consumer goods corporation with products in over 180 countries globally. We provide branded products and services of superior value that improve the lives of the world's consumers. Our products specialize in 10 categories, including cleaning products, hygienic products, personal care and beauty products. Our brand is made of many individual brands, each serving customers in different ways—but all with a focus on making peoples' lives a little easier.'

Below the description are three columns: 'News' (Check out the latest news on Wilcore. [Read more](#)), 'Working at Wilcore' (Find out more about working at Wilcore through our current employees' testimonials. [Read more](#)), and 'Contact' (We are happy to help you with information about our products and career opportunities).

Page 7.

[Brand Reputation] To what extent do you agree to the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
It has a good overall reputation.					
It is a company I have a good feeling about.					
It is a company that I trust.					
It is a company that I admire and respect.					

Page 8.

Now, we will proceed to the next part of the survey.

Please carefully observe the following **Facebook post** by **P&G/Wilcore**. After you have viewed the post, you will be asked to answer a couple of questions on its content. Please make sure to **carefully read the message**, as it **will not be shown to you later on**.

In the next page,** it might take few seconds for the image to load. Please **wait until the image appears.

[Condition 1]



P&G Career
Sponsored

Like Page

This is your opportunity to apply for a full-time position with P&G.

We have job opportunities from **over 10 different** P&G family brands within the IT, sales, marketing or finance department. If you want to work in a dynamic multi-functional team environment and have business responsibility, please join us!

'Click' the brand logos to find out more about your future career opportunities at P&G family. We have vacancies from **Ariel, Gillette, Head & Shoulders, Pampers, SK-II** and more.

Visit us at www.pg.com/careers and share this post with your friends to win the lucky draw!

Application Period:
16th April (Monday) – 27th April (Friday)

Hiring Process:
Application – Assessment – 1st Interview – 2nd Interview – Offer



Join the family
Start your future career with us today

WWW.PG.COM/CAREERS

1.3K 224 Comments 131 Shares

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Page 10.

[Condition Check] Did you see the Facebook advertisement by P&G?

- Yes
- No

Page 11.

[Ad Perception] To what extent do you agree to the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
These social media posts are enjoyable.					
These social media posts are likable.					
These social media posts are engaging.					

Page 12.

[Employer Attractiveness] To what extent do you agree to the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
For me, this company would be a good place to work					

This company is attractive to me as a place for employment	
I am interested in learning more about this company	

Page 13.

[Application Intention] To what extent do you agree to the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I would make this company one of my first choices of an employer.					
If this company invited me for a job interview, I would go.					
I would exert a great deal of effort to work for this company.					
I would recommend this company to a friend looking for a job.					

I would accept a job offer from this company.

Page 14

[Interactivity] To what extent do you agree to the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
The company's online recruitment engages me to discover more information about the open positions.					

Page 15.

[Information Richness] To what extent do you agree with the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
The company's social media advertisement is a convenient source of career information.					
The social media advertisement makes job information					

immediately
accessible.

The social media
advertisement
informs me about
the latest job
opportunities and
information
available in the
company.

The social media
advertisement
supplies relevant
career information.

[Demographic questions]

1. What is your age?

2. What is your gender?

- Male
- Female

3. What is your highest degree or level of education?

- Less than high school
- Graduated high school
- Diploma
- Bachelor's degree
- Master's degree
- Higher than a master's degree

4. Which option describes your current situation the best?

- Full-time student
- Part-time student
- Full-time employment
- Part-time employment
- Unemployed

5. (Only respondents who answered, “Full-time employment”, “Part-time employment” in question 4) How long have you been working?

- Less than 6 months
- 6 months to 1 year
- 1 year to 2 years
- 2 years to 5 years
- 5 years to 10 years
- More than 10 years

6. (Only respondents who answered, “Full-time employment”, “Part-time employment” in question 4) Please choose the statement that describes your state of mind the best?

- I am happy with my current job, and not interested in new opportunities.
- I am happy with my current job, but open for new opportunities.
- I am actively looking for new opportunities.

7. Do you use social media?

- Yes
- No

8. (Only respondents who answered “Yes” in question 7) How often do you use social media?

- A few times per year
- Monthly
- Weekly
- A few times a week
- Everyday

9. What is your nationality?

- South Korea
- China
- US
- Others

Page 17.

This is the end of the survey.

Thank you very much for your time and completing the survey. Your inputs are highly valued in this research and therefore I would like to thank you again for your participation. If you are interested in the results of the study or have any question, please feel free to contact me at the following e-mail address:

476560yk@student.eur.nl.

Young Ah Kim

Appendix B: Conditions

Appendix B1: Conditions Korean

Condition 1

Awareness High

Interaction High

Information High



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안녕하세요, P&G Korea에서 신입사원 채용을 시작하였습니다!

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아래 이미지에 보이는 브랜드 로고를 **'클릭'**하시면 P&G에서 제공하는 다양한 채용 기회를 보실 수 있습니다. 현재 아리엘, 질레트, 헤드 앤 숄더, 펄퍼스 그리고 SK-II에서 많은 여러분의 지원을 기다립니다.

이 포스트를 친구들과 공유하시면 경품 이벤트에 참가하실 수 있습니다! 더 자세한 사항은 홈페이지 (<http://korea.pgcareers.com>)에서 확인해주세요.

서류전형: 16th April (월) - 27th April (금)
채용절차: 서류전형 - 인적성 검사 - 1차 면접 - 2차 면접 - 채용



P&G 상반기 신입모집









브랜드 로고를 **클릭**하시면

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채용공고를 보실 수 있습니다.

P&G 상반기 신입모집
 인재 여러분의 많은 지원 바랍니다.

HTTP://KOREA.PGCAREERS.COM

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Condition 2

Awareness High

Interaction High

Information Low

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이 포스팅을 친구들과 공유하시면 경품 이벤트에 참가하실 수 있습니다!
더 자세한 사항은 홈페이지 (<http://korea.pgcareers.com>)에서 확인해주세요.



P&G 상반기 신입모집

ARIEL Gillette head & shoulders Pampers SK-II

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P&G 상반기 신입모집
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Condition 3

Awareness High

Interaction Low

Information High

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서류전형: 16th April (월) - 27th April (금)
채용절차: 서류전형 - 인적성 검사 - 1차 면접 - 2차 면접 - 채용

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다양한 P&G 브랜드 에서 제공하는 채용공고를 보실 수 있습니다.

P&G 상반기 신입모집
인재 여러분의 많은 지원 바랍니다.
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Condition 4

Awareness High

Interaction Low

Information Low

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P&G

P&G 상반기 신입모집

ARIEL Gillette head & shoulders Pampers SK-II

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Condition 5

Awareness Low

Interaction High

Information High



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아래 이미지에 보이는 브랜드 로고를 **'클릭'**하시면 윌코어에서 제공하는 다양한 채용 기회를 보실 수 있습니다. 현재 **플루어, 트리플렉스, 액티브, 더스트** 그리고 **리사 안카**에서 많은 여러분의 지원을 기다립니다.

이 포스팅을 친구들과 공유하시면 경품 이벤트에 참가하실 수 있습니다! 더 자세한 사항은 홈페이지 (www.wilcore.com/careers)에서 확인해주세요.

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월코어 상반기 신입모집

Activ

FLEUR TRIPLEX Dürst Lisa Anka

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Condition 6

Awareness Low

Interaction High

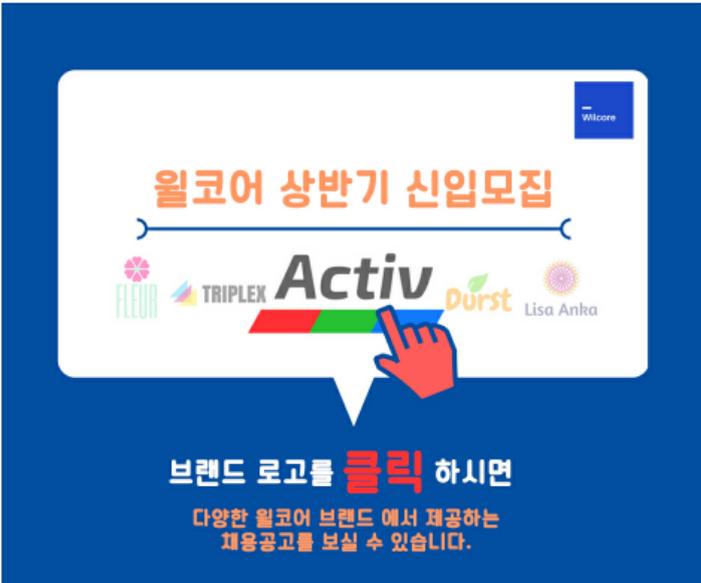
Information Low

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이 포스팅을 친구들과 공유하시면 경품 이벤트에 참가하실 수 있습니다! 더 자세한 사항은 홈페이지 (www.wilcore.com/careers)에서 확인해주세요.



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Condition 7

Awareness Low

Interaction Low

Information High

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Condition 8

Awareness Low

Interaction Low

Information Low

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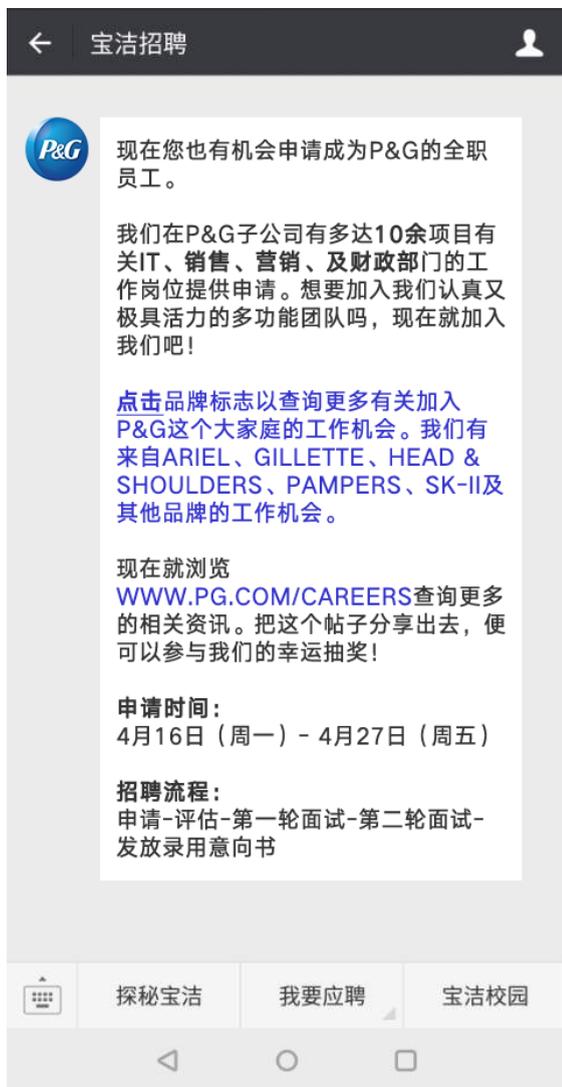
Appendix B2: Conditions Chinese

Condition 1

Awareness High

Interaction High

Information High



Condition 2

Awareness High

Interaction High

Information Low

宝洁招聘

现在您也有机会申请成为P&G的全职员工。

点击品牌标志以查询更多有关加入P&G这个大家庭的工作机会。我们有来自ARIEL、GILLETTE、HEAD & SHOULDERS、PAMPERS、SK-II及其他品牌的工作机会。

现在就浏览
WWW.PG.COM/CAREERS查询更多的相关资讯。把这个帖子分享出去，便可以参与我们的幸运抽奖!

加入我们。

ARIEL Gillette head & shoulders Pampers SK-II

点击 标志进行查阅
来自P&G旗下品牌的工作机会

Condition 3

Awareness High

Interaction Low

Information High

The screenshot shows a mobile application interface for P&G recruitment. At the top, there is a dark header with a back arrow, the text '宝洁招聘' (P&G Recruitment), and a user profile icon. Below the header, a white text box contains the following information:

- Text:** 现在您也有机会申请成为P&G的全职员工。我们在P&G子公司有多达10余项目有关IT、销售、营销、及财政部门的工作岗位提供申请。想要加入我们认真又极具活力的多功能团队吗，现在就加入我们吧！
- Text:** 申请时间：4月16日（周一） - 4月27日（周五）
- Text:** 招聘流程：申请-评估-第一轮面试-第二轮面试-发放录用意向书

Below the text box is a large blue graphic with a white speech bubble containing the text '加入我们。' (Join Us.) and the P&G logo. Underneath the speech bubble are logos for various P&G brands: ARIEL, Gillette, head & shoulders, Pampers, and SK-II. At the bottom of the blue graphic, it says '来自P&G旗下品牌的工作机会' (Job opportunities from P&G brands).

At the bottom of the app, there is a navigation bar with four buttons: '探秘宝洁' (Explore P&G), '我要应聘' (I want to apply), and '宝洁校园' (P&G Campus). The bottom of the screen shows the standard Android navigation bar with back, home, and recent apps icons.

Condition 4

Awareness High

Interaction Low

Information Low



Condition 5

Awareness Low

Interaction High

Information High



Condition 6

Awareness Low

Interaction High

Information Low

← 微科 WILCORE

现在您也有机会申请成为WILCORE的全职员工。

[点击品牌标志](#)以查询更多有关加入WILCORE这个大家庭的工作机会。我们有来自FLEUR、TRIPLEX、ACTIV、DURST、LISA ANKA 及其他品牌的工作机会。

现在就浏览 WWW.WILCORE.COM/CAREERS 查询更多相关资讯。把这个帖子分享出去，便可以参与我们的幸运抽奖！

加入我们。

TRIPLEX Activ Durst Lisa Anka

点击标志进行查阅
来自WILCORE旗下品牌的工作机会

Condition 7

Awareness Low

Interaction Low

Information High



Condition 8

Awareness Low

Interaction Low

Information Low



Appendix B3: Conditions English

Condition 1

Awareness	High
Interaction	High
Information	High

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This is your opportunity to apply for a full-time position with P&G.

We have job opportunities from **over 10 different** P&G family brands within the IT, **sales, marketing or finance** department. If you want to work in a dynamic multi-functional team environment and have business responsibility, please join us!

'Click' the brand logos to find out more about your future career opportunities at P&G family. We have vacancies from **Ariel, Gillette, Head & Shoulders, Pampers, SK-II** and more.

Visit us at www.pg.com/careers and share this post with your friends to win the lucky draw!

Application Period:
16th April (Monday) – 27th April (Friday)

Hiring Process:
Application – Assessment – 1st Interview – 2nd Interview – Offer

JOIN THE FAMILY

CLICK THE LOGO TO VIEW
JOB OPPORTUNITIES FROM P&G BRANDS

Join the family
Start your future career with us today

[WWW.PG.COM/CAREERS](http://www.pg.com/careers)

Apply Now

1.3K

224 Comments
131 Shares

Like
 Comment
 Share

Condition 2

Awareness High

Interaction High

Information Low

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This is your opportunity to apply for a full-time position with P&G.

'Click' the brand logos to find out more about your future career opportunities at P&G family.

Visit us at www.pg.com/careers and share this post with your friends to win the lucky draw!

JOIN THE FAMILY

ARIEL Gillette head & shoulders Pampers SK-II

CLICK THE LOGO TO VIEW
JOB OPPORTUNITIES FROM P&G BRANDS

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Condition 3

Awareness High

Interaction Low

Information High

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We have job opportunities from **over 10 different P&G family brands** within the **IT, sales, marketing or finance** department. If you want to work in a dynamic multi-functional team environment and have business responsibility, please join us! We have vacancies from **Ariel, Gillette, Head & Shoulders, Pampers, SK-II** and more.

Application Period:
16th April (Monday) - 27th April (Friday)

Hiring Process:
Application - Assessment - 1st Interview - 2nd Interview - Offer

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Condition 4

Awareness High

Interaction Low

Information Low

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Condition 5

Awareness Low

Interaction High

Information High

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This is your opportunity to apply for a full-time position with Wilcore.

We have job opportunities from **over 10 different** Wilcore family brands within the **IT, sales, marketing or finance** department. If you want to work in a dynamic multi-functional team environment and have business responsibility, please join us!

'**Click**' the brand logos to find out more about your future career opportunities at Wilcore family. We have vacancies from **Fleur, Triplex, Active, Durst, Lisa Anka** and more.

Visit us at www.wilcore.com/careers and share this post with your friends to win the lucky draw!

Application Period:
16th April (Monday) – 27th April (Friday)

Hiring Process:
Application – Assessment – 1st Interview – 2nd Interview – Offer



Join the family
Start your future career with us today

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Condition 6

Awareness Low

Interaction High

Information Low

 **Wilcore Career** Sponsored Like Page

This is your opportunity to apply for a full-time position with Wilcore.

'Click' the brand logos to find out more about your future career opportunities at Wilcore family.

Visit us at www.wilcore.com/careers and share this post with your friends to win the lucky draw!



JOIN THE FAMILY

  **Activ**  

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Condition 7

Awareness Low

Interaction Low

Information High

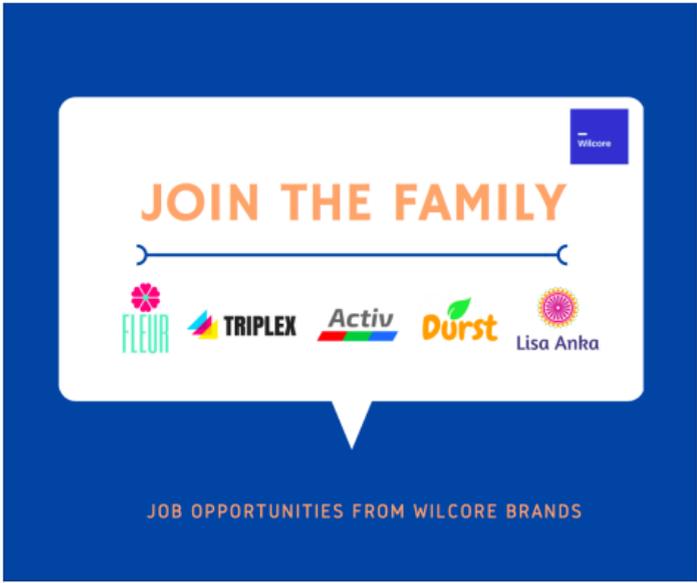
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Sponsored Like Page

This is your opportunity to apply for a full-time position with Wilcore.

We have job opportunities from **over 10 different Wilcore family brands** within the **IT, sales, marketing or finance** department. If you want to work in a dynamic multi-functional team environment and have business responsibility, please join us! We have vacancies from **Fleur, Triplex, Active, Durst, Lisa Anka** and more.

Application Period:
16th April (Monday) – 27th April (Friday)

Hiring Process:
Application – Assessment – 1st Interview – 2nd Interview – Offer



JOIN THE FAMILY

FLEUR TRIPLEX Activ Durst Lisa Anka

JOB OPPORTUNITIES FROM WILCORE BRANDS

Join the family
Start your future career with us today

WWW.WILCORE.COM/CAREERS

 523 75 Comments 32 Shares

 Like  Comment  Share

Condition 8

Awareness Low

Interaction Low

Information Low

The image shows a Facebook sponsored post from the 'Wilcore Career' page. The post features a blue background with a white speech bubble containing the text 'JOIN THE FAMILY' in orange. Below this text are logos for FLEUR, TRIPLEX, Activ, Durst, and Lisa Anka. At the bottom of the speech bubble, it says 'JOB OPPORTUNITIES FROM WILCORE BRANDS'. The post text reads: 'This is your opportunity to apply for a full-time position with Wilcore.' Below the image, the text says 'Join the family' and 'Start your future career with us today', followed by the URL 'WWW.WILCORE.COM/CAREERS'. The post has 25 reactions (likes, loves, and wow) and 17 comments and 3 shares. The interaction buttons 'Like', 'Comment', and 'Share' are visible at the bottom.

Wilcore Career Sponsored

Like Page

This is your opportunity to apply for a full-time position with Wilcore.

JOIN THE FAMILY

FLEUR TRIPLEX Activ Durst Lisa Anka

JOB OPPORTUNITIES FROM WILCORE BRANDS

Join the family
Start your future career with us today

WWW.WILCORE.COM/CAREERS

25 17 Comments 3 Shares

Like Comment Share

Appendix C: Overview of Items

Item Name	Operationalization	Cronbach's Alpha
Brand Reputation	<ul style="list-style-type: none"> • It has a good overall reputation • It is a company I have a good feeling about • It is a company that I trust • It is a company that I admire and respect 	.907
Advertisement Perception	<ul style="list-style-type: none"> • These social media posts are enjoyable • These social media posts are likable • These social media posts are engaging 	.878
Employer Attractiveness	<ul style="list-style-type: none"> • For me, this company would be a good place to work • This company is attractive to me as a place for employment • I am interested in learning more about this company 	.871
Application Intention	<ul style="list-style-type: none"> • I would make this company one of my first choices of an employer • If this company invited me for a job interview, I would go • I would exert a great deal of effort to work for this company • I would recommend this company to a friend looking for a job • I would accept a job offer from this company 	.897
Brand Awareness	<ul style="list-style-type: none"> • I am aware of this brand • I am familiar with this brand • I can recognize this brand among other 	.966

competing brands

**Advertisement
Interactivity**

- The company's online recruitment engages me -
to discover more information about the open
positions
-

**Information
Richness**

- The company's social media advertisement is a .894
convenient source of career information
 - The social media advertisement informs me
about the latest job opportunities and
information available in the company
 - The social media advertisement makes job
information immediately accessible
 - The social media advertisement supplies
relevant career information
-

Appendix D. Further Tables

Table D1. Analysis of variance on Employer Attractiveness – Country Analysis

	Korea			China			US		
	<i>df</i>	<i>F</i>	η^2	<i>df</i>	<i>F</i>	η^2	<i>df</i>	<i>F</i>	η^2
BA	1	3.29*	.019	1	15.3**	.107	1	4.53**	.015
INT	1	.95	.006	1	1.78	.014	1	.50	.002
INF	1	.84	.005	1	3.66*	.028	1	1.64	.006
BA*INT	1	.11	.001	1	.19	.002	1	3.40*	.012
BA*INF	1	.00	.000	1	2.41	.018	1	.31	.001
INT*INF	1	.45	.005	1	1.72	.013	1	.02	.000
BA*INT*INF	1	3.6**	.036	1	4.81**	.036	1	.00	.000

*Significance: **p < .05, *p < 0.1*

Table D2. Analysis of variance on Application Intention – Country Analysis

	Korea			China			US		
	<i>df</i>	<i>F</i>	η^2	<i>df</i>	<i>F</i>	η^2	<i>df</i>	<i>F</i>	η^2
BA	1	21.0**	.112	1	8.68**	.064	1	5.65**	.019
INT	1	.40	.002	1	.96	.007	1	.08	.000
INF	1	.35	.002	1	2.78*	.021	1	1.19	.004
BA*INT	1	.01	.000	1	.21	.002	1	1.13	.004
BA*INF	1	.02	.000	1	1.52	.012	1	.01	.000
INT*INF	1	.44	.003	1	1.28	.010	1	.64	.002
BA*INT*INF	1	1.13	.007	1	4.76**	.036	1	.03	.000

*Significance: **p < .05, *p < 0.1*

Table D3. Abbreviation

BA	Brand awareness	AI	Application intention	EA	Employer attractiveness
BR	Brand reputation	INF	Information richness		
AP	Advertisement perception	INT	Interactivity		