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**The Impact of Social Media: Investigating its Influence on Candidate  
Acceptance Decisions in Multinational Corporations - A Study of SAP,  
Siemens, and Delivery Hero**

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## **ABSTRACT**

*This study delves into the pivotal role of social media in influencing candidate acceptance decisions within multinational corporations. This research aims to investigate the profound impact of social media on candidates' decision-making processes when considering employment opportunities within these organizations. Through a comprehensive analysis, the study scrutinizes the patterns and preferences of potential applicants about the content, engagement, and resonance of social media platforms. By exploring the distinctive strategies and approaches these corporations employ on platforms such as LinkedIn, Glassdoor, Indeed, and Kununu, the study aims to shed light on the influence of social media content on candidates' perceptions and, subsequently, their decisions when pursuing career prospects in these multinationals. Employing quantitative methods, the findings of this research attempt to provide valuable insights into the significance of social media in shaping candidate' perspectives and, ultimately, their choices when considering employment opportunities in prominent multinational corporations.*

## **KEYWORDS:**

Social Media, Employer Branding, Multinational Corporations, Candidates, Social Networking Sites

## **ABBREVIATIONS**

ASA - Attraction-Selection-Attrition

EVP - Employer Value Proposition

MNCs - Multinational Corporations

SNS - Social Network Sites

PO – Person Organization

PT – person Team

PJ – person Job

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## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY

Social media has been an integral aspect of people's lives, from enabling family and friends to stay connected irrespective of distance to recently becoming an essential tool for recruiters and job seekers alike. Kaplan and Haenlein (2010) define *social media* as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and allow the creation and exchange of user-generated content". Today, corporations utilize social media to attract top talent, and for job seekers, it plays a much more critical role in the job search process. Studies have also shown that social media plays a massive role in how people perceive potential employers and make decisions. For instance, a survey by Jobvite revealed that 92% of recruiters use social media to screen potential candidates, and 55% of job seekers have declined a job offer after researching the company on social media. The observed impact of social media on the candidate's decision-making process can be attributed to various factors; one such factor is the employer's brand image. Social media platforms like LinkedIn, Glassdoor, Kununu, and Indeed have made it easier for job seekers to access information about potential employers, including reviews from current and former employees. Thus, a negative online reputation can significantly affect an employer's ability to attract and retain top talent.

This study is fascinating in the tech industry, one of the fastest growing and most competitive sectors globally, especially in Germany, with corporations constantly seeking to hire the best talent to stay ahead of the competition. Just as job seekers increasingly leverage social media platforms for career advancement, these platforms also provide a significant source of information for tech talent to learn more about potential employers. This study focuses on tech candidates in Germany, as they are more likely to use social media platforms to network and showcase their skills. Hence, this research seeks to investigate the impact of social media on job acceptance decisions and how the use of social media influences the decision-making process.

## **1.2. STATEMENT OF THE PROBLEM**

Social media is an essential tool for communicating between people, and in recent times, recruiters have started to utilize it to source talent for vacancies they want to fill. Creating profiles on social media sites such as LinkedIn or Indeed allows users to highlight relevant information about themselves, such as academic qualifications, job skills, abilities, strengths, etc., making it easy for other users, or in this case, recruiters, to know more about them and if they fit what they are searching. Similarly, job seekers or prospective employees looking to get a job in an organization or those offered a job can find out more information about the organization using social media. A study by Zippia states that 79% of job seekers research whether a corporation is trustworthy for them to work with through social media. They can gauge whether they fit with the organization, influencing their decision to accept or reject a job offer.

One such way to do this is through the corporation's reputation online via reviews by current or former employees on such social media sites. For example, happy and engaged employees are likelier to post positive information about their organization. However, suppose they are unhappy or disgruntled with the situation within their organization; in that case, the reverse will be the case, as they will not be willing or proud to associate with or post about the organization positively. They might leave harmful comments or reviews online. Through such activities, job seekers can get unbiased information about a particular corporation from the experiences of those who have encountered the organization in question. As previously highlighted, the study is particularly interested in the tech industry in Germany, which employs over one million people annually. With the numbers expected to rise in the coming years, many prospective employees will likely seek to know the corporation's culture and values and how they fit with theirs.

## **1.3. OBJECTIVE OF THE STUDY**

The general objective of this study is to seek and examine the impact of social media on candidate perceptions of technology corporations as well as their job acceptance decisions, which are as follows:

1. To explore if and how social media influences a candidate's perception of technology corporations in Germany.

2. To investigate the role of different social media platforms and their impact on the candidate's decision-making process.
3. To examine how social media reviews influence the candidate's decision to accept a job offer.

#### **1.4. RESEARCH QUESTION**

What is the impact of social media on candidate job acceptance decisions, and how does it affect their decision-making process?

1. Does social media impact candidates' perceptions of technology corporations in Germany?
2. What is the role of social media reviews in a candidate's job acceptance decision?
3. To what extent can social media influence a candidate's decision to accept a job offer?

#### **1.5. RESEARCH HYPOTHESIS**

H1: There is no significant relationship between social media and a candidate's perception of a German tech corporation.

H2: There is no significant relationship between social media reviews and a candidate's acceptance of a job offer.

H3: There is no significant influence between social media and the decision to accept a job offer.

#### **1.6. SCOPE OF THE STUDY**

This study is carried out in collaboration with job seekers and current employees of corporations with various specializations within the tech industry in Germany. The sampling population consists primarily of job seekers and current employees from organizations located in Germany, namely SAP, Siemens, and Delivery Hero.

#### **1.7. SIGNIFICANCE OF THE STUDY**

This study contributes to the existing literature on the impact of social media and employer branding activities. It further provides insights into the current role of social media in job searching and recruitment, which can be helpful for employers in designing their recruitment strategies and help job seekers make

informed decisions during the employment search. This study's findings can also help develop social media policies and guidelines for recruitment and employment across multinational technology organizations.

### **1.8. LIMITATIONS OF THE STUDY**

There are some limitations to this study that need to be considered. Firstly, the sample size may be representative of only some of the population of job seekers and current employees in the tech industry in Germany as it is limited to the specified companies, and the results may need to be more generalizable across the country, industries, or business sectors. Secondly, the study is limited to using social media in job searches. It does not account for other factors influencing the job acceptance decision, such as salary and benefits.

## CHAPTER TWO

### CONCEPTUAL, THEORETICAL, AND LITERATURE REVIEW

This chapter discusses the concept of social media, relevant theories to the study, and the empirical literature of this research.

#### 2. 1. CONCEPTUAL REVIEW

Social media has developed into a tremendous force in today's digital age, permeating every part of our lives. It has transformed how we interact, connect, and consume information. We can instantly share our thoughts, experiences, and even private moments with the rest of the globe with a single click or tap. The rise in the use of social media has revolutionized how job seekers and organizations interact, such as in job application, recruiting and selection processes. By analyzing and synthesizing existing/ previous research, this study explores various dimensions of social media's influence on recruitment, including candidate evaluation, employer branding, and organizational reputation.

##### 2. 1. 1. CONCEPT OF SOCIAL MEDIA

Social media refers to online platforms and websites that allow users to create and share content and engage in social networking. It enables individuals to connect with others, share information, ideas, and opinions, and participate in online communities; one in five people has a Facebook account (Hosain and Liu, 2020). Additionally, social media has become a powerful tool for businesses and organizations to promote their products or services and reach a wider audience. Numerous academics have used multiple definitions of social media throughout their studies, varying them based on usage and applications. Andreia (2020) defined it as the support, the vehicle, or the communication channel through which information can be conducted, distributed, or disseminated.

As a means of communication, they are web-based platforms and applications that allow individuals to create, share, and exchange user-generated content. At the same time, Davis (2016) defined it as "the set of interactive Internet applications that facilitate (collaborative or individual) creation, curation, and sharing

of user-generated content". Users can connect with people, build personal profiles, and participate in activities, including posting text, photographs, videos, and links on these platforms. In other words, it can be broadly described as the ways and means by which individuals interact or communicate online rather than physically.

According to Kaplan and Haenlein (2010), social media is "a group of Internet-based applications that build on the theoretical and technical foundations of Web 2.0 and enable the creation and exchange of user-generated content." Described as "a medium of communication that supports technological tools and social networks as articulated threads to information technologies" (Lipschultz, 2020), it has revolutionized how people communicate and interact. Providing individuals with the ability to connect and share information globally breaks down barriers of time and distance while giving rise to new opportunities for businesses and organizations to reach their target audience and engage with them more directly and personally. Social media has revolutionized how people communicate, connect, and share information. Its emergence has helped bring people closer together, empowered individuals, shattered barriers created by distance, and transformed various aspects of our lives, including how job applications are sent. It has enhanced interpersonal relationships by facilitating connections across geographic and temporal barriers (comments, likes, and share functions on posts) as well as mass communication (news postings on the internet) (Davis, 2016). This form of communication has enabled people to be informed about other's perspectives and objectives and seek out those who share similar ones with them (Gearhart and Zhang, 2014; Neubaum and Krämer, 2018). "Social media is about interacting, exchanging ideas, and sharing information through virtual networking using technology" (Pantas et al., 2023).

Kaplan and Haenlein (2010) further revealed that the phrase "social media" was first used in an online media environment named "Matisse" in 1994; this environment underwent a metamorphosis when user numbers began to rise sharply. When websites like Myspace first appeared in the early 2000s, they gained popularity. The tipping point came in 2004 when Mark Zuckerberg introduced Facebook to connect and share knowledge among college students. Its adoption and quick expansion signalled the start of a new age in communication known as Web 2.0, a term used to denote the idea that individuals can produce as much information as they receive, encouraging community, contribution, and collaboration (Anderson, 2007).

Communication can take several forms and shapes, either between oneself or between two or more people; the differentiator is the ability to spread content or knowledge among like-minded users or individuals publicly. Facebook, Instagram, Twitter, LinkedIn, YouTube, and TikTok are some of the most prominent social media platforms in use today, and they enable forms of communication like audio, video, text, podcasts, blogging, and so on, allowing for user convergence. Interaction is the defining feature of social media; it can be synchronous, asynchronous, one-to-one, one-to-many, situational, or based on exhibition artefacts (Hogan, 2010). Social media now enables the formation of virtual communities. Murray and Waller (2007) define virtual communities as those on social networking sites. They allow users to keep in contact and share information without physical contact.

### **2. 1. 2. SOCIAL MEDIA AND EMPLOYER BRANDING**

Employer branding (EB) plays a crucial role in shaping an organization's reputation, focusing on how the company is perceived as an employer. EB refers to an organization's reputation as an employer and how others evaluate it (Martin et al., 2005). It is the message or idea that it wants the public to associate with or relate to, which often entails what it offers and what makes it unique from its competition.

Lievens et al. (2007) define employer branding as a type of corporate identity management that involves building an image of the firm as a distinct and desirable employer both within and outside the organization, while Backhaus and Tikoo (2004) put it as "the process of building an identifiable and unique employer identity and the employer brand as a concept of the firm that differentiates it from competitors." Amber and Barrow (1996) say it is "the package of functional, economic, and psychological benefits provided by employment and identified with the employing company." These definitions demonstrate that EB activities are deliberately selected to promote the organization. It's critical to remember that EB differs significantly from recruiting activities. According to Gatewood et al. (2011), recruiting refers to organizational activities that impact the quantity and type of candidates that apply for a post. Employer branding is primarily concerned with luring top talent or the best-fit candidates who can help the business accomplish its goals.

Additionally, it alludes to the various methods and actions businesses take to present themselves to the right stakeholders as attractive. According to Love and Singh (2011), employer branding informs prospective



and current employees about the numerous benefits of working for a particular organization and its distinctiveness. A corporation's attempts to convey to potential employees that it is an attractive workplace are put together in this statement (Lloyd, 2002). Emphasizing the advantages and benefits of working for a firm is one of the main goals of employer branding. Due to their capacity to draw talent, EB activities are essential to recruiting (Backhaus and Tikoo 2004).

Employer branding strategies are shaped and promoted to the public through social media platforms, which offer organizations a formidable tool for showcasing their employer brand and engaging with potential candidates. These platforms also help organizations improve their reputation in the market. Today, businesses use social networking sites to increase visibility and attract top talent (Hitka et al., 2005; Kampf et al., 2014). They create pages or accounts on these sites and promote events or activities to promote themselves. Human resources professionals and recruiters now have one of the most crucial tools when looking for qualified candidates to fill open jobs inside their firms (Aguado et al. 2016). They use the platforms to promote the value, culture, and offerings of their organization, as well as its attractiveness. According to empirical studies, a corporation's capacity to attract top talent to fill open positions positively correlates with its social media engagement level. Employee care for the company and their level of satisfaction both significantly increased, according to Storsten and Ampuero (2013), when they positively perceived a corporation's workplace branding initiatives. Building a positive online brand or image is crucial since job seekers frequently use social media to find essential information about companies and assess their desirability as potential employers.

Tanwar and Prasad's (2016) quantitative study found a significant relationship between the outcomes of employer branding, including psychological contracts, job happiness, and employee retention rates. Additionally, it demonstrated that there was "a favourable association between employer branding and loyalty to the organization, favouring brand advocacy and the intention to refer. However, it's important to note that employer branding and recruitment marketing are entirely different concepts, even though both aim to highlight a company's advantages and appeal to the public, such as its employee value proposition (EVP) or unique selling proposition (USP). Recruitment marketing aims to advance the organization's

employer brand by luring suitable candidates, in contrast to employer branding, which is focused on the corporation's reputation with the public.

According to Weigelt and Camerer (1988) and Dowling and Moran (2012), reputation is a group of socially constructed traits an organization possesses based on prior deeds. Cable and Turban (2003) claim that businesses with stronger reputations tend to attract higher calibre applicants. Human capital is crucial for any organization's survival and growth (Xie et al. 2015); according to Highhouse et al. (1999), potential employees are most influenced by a company's reputation when deciding which employer to work for. So, using social media is necessary to carry out both tasks efficiently. Social media is the channel through which the diffusion of pertinent information will occur; businesses must increase their brand's exposure through EB initiatives designed to draw in, nurture, and keep the talent that will help them achieve their corporate goals.

### **2. 1. 3. SOCIAL MEDIA AND CANDIDATE EVALUATION**

In today's digital age, social media has become a powerful tool for evaluating candidates. Employers and recruiters often turn to platforms like LinkedIn, Indeed, or Glassdoor to gain insights into candidates' professional backgrounds, skills, and online presence. Employers can assess candidates' communication skills, professionalism, and cultural fit by analyzing their social media activity. Additionally, social media can provide valuable information about a candidate's interests, hobbies, and community involvement, giving employers a more holistic view.

Boyd and Ellison (2007) define social network sites (SNS) as web-based services that enable users to create a public or semipublic profile within a bounded system, articulate a list of other users with whom they share a connection, and view and navigate both their list of references and those made by others within the system. To build relationships and maintain a professional identity, these websites provide platforms for job seekers to post information about themselves, such as their skill set, education, work experience, interests, and other pertinent information, on their profiles (Boyd and Ellison, 2008). This gives individuals a chance for self-promotion, a necessary initial step in placing themselves correctly in the eyes of possible

employers looking for their talents (Tifferet and Vilnai-Yavetz, 2018). A further benefit of social networking sites is the potential for users' profiles and connections to be visible to other users with comparable talents and interests, facilitating the relationship of like-minded people (Ou et al., 2013). In addition to the information provided in candidates' resumes and cover letters, recruiters frequently use SNS to learn more about them. These platforms give recruiters access to information about candidates' professional networks, hobbies, and online activity, enabling them to assess cultural fit and look at a candidate's online presence. Utilizing knowledge from SNS in the recruitment process for potential candidates expedites time.

#### **2. 1. 4. ORGANIZATIONAL REPUTATION AND SOCIAL MEDIA**

Social media plays a crucial role in shaping an organization's reputation. With millions of users actively engaging on platforms like Facebook, Twitter, and Instagram, organizations must carefully manage their online presence to maintain a positive image. Social media allows organizations to communicate directly with their audience, respond to feedback, and promptly address concerns or issues. It also will enable organizations to showcase their values and corporate social responsibility initiatives and engage in meaningful conversations with their stakeholders. Long recognized as a critical asset for businesses or organizations, organizational reputation influences their competitiveness, stakeholders' perceptions, and overall success. Scholars have maintained that members frequently identify with what their organization represents (Ashforth and Mael 1989; Elsbach 1999); in other words, organizations assist their employees in developing a social identity as business members. Given the importance of firms in shaping their employees' social identities, candidates pay great attention to how current and past employees evaluate the organization when deciding whether to accept a job offer from that company (Cable and Turban, 2001).

Cable and Turban (2001) identify three elements of employer knowledge that substantially impact how candidates make employment decisions: employer familiarity, employer reputation, and job information. Employer familiarity, the first facet of employer knowledge, is the recognition or capacity to recognize a corporation as a potential employer (Collins and Stevens, 2002). According to Brooks and Highhouse (2006), employer familiarity influences job acceptance decisions since job seekers respect familiar employers more than new ones and frequently evaluate them positively. Employer reputation is the candidate's view of the

organization, which can be primary, separate, or relative (Cable and Turban, 2001). A business with a positive image in a candidate's eyes will have a significantly higher chance of consideration than those without (Zen and Jun 2009). In contrast, job information focuses on how candidates view essential aspects of a particular position (Collins and Stevens, 2002). Tulasi and Hanumantha (2012) assert that the employer brand should sync with its employees, reinforcing how brands can impact candidates' decisions. To be the "employer of choice," working circumstances and actual reality must fulfil the expectations of potential and existing talent. The employer brand must attract new customers while retaining present talent to succeed.

Furthermore, the impact of social media on candidate acceptance decisions goes beyond individual business branding initiatives; social media platforms help provide a forum for employees to discuss their experiences, ideas, and opinions about current and previous companies. On websites like Glassdoor, Indeed, Kununu, and LinkedIn, as well as others, reviews, comments, and feedback can significantly influence a candidate's choice of employer. Prospects are more likely to believe peer-to-peer information on social media than official employer messaging since it frequently depicts the situation more accurately than carefully constructed official communications. Firms must ensure they build a strong reputation, giving candidates precise information about the position and establishing the company's culture to influence their decisions (Zen and Jun 2009).

### **2. 1. 5. CHALLENGES AND ETHICAL CONSIDERATIONS**

The possibility of inadequate online evaluations or comments about the organization is one of the challenges of social media and employer branding. These can harm the corporation's reputation and discourage prospective employees from applying. Furthermore, ethical concerns exist about using personal data from social media networks for employer branding objectives. Corporations must ensure that their use of this data is transparent and respectful to preserve customers' and employee's confidence. According to Waring and Buchanan (2010), a significant difficulty for human resource professionals is determining how to analyze applicants' information ethically and reasonably. In a survey of 300 recruiters, 69% rejected applications based on their social media presence (Swallow 2011). Similarly, candidates who solely rely on the opinions or reviews of current or previous employees in deciding whether to accept or reject a job offer

from a firm may suffer a disadvantage. A lack of defined standards and laws regulating social media usage in recruitment presents hurdles for MNCs looking to leverage these platforms properly.

## **2. 2. THEORETICAL REVIEW**

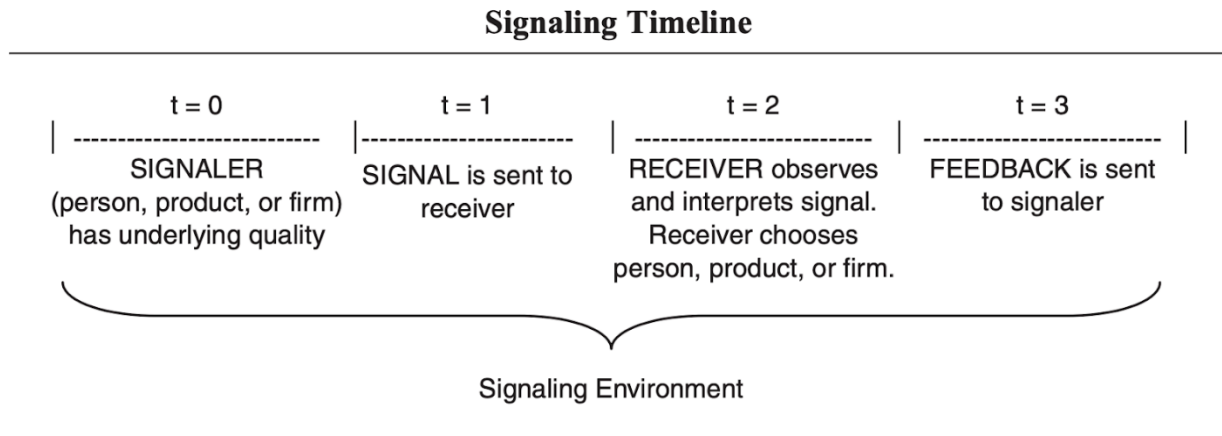
Communication is a concept that is as old as the emergence of man; it is an essential component of human interaction, serving as the foundation for the exchange of ideas, emotions, and relationships. Numerous communication methods have developed, influencing how societies and people interact; however, social media has significantly impacted how people communicate in the digital age. In recent years, by providing opportunities for self-expression and fostering connections without physical barriers, different forms of communication have developed and emerged to meet specific needs, and social media has also evolved to accommodate its users' demands.

### **2.2.1 SIGNALING THEORY**

Signalling theory sheds light on the complexity of communication and information asymmetry by examining how signals are conveyed to communicate information. This theory emphasizes the impact of movements on people's behaviour, decision-making, and even the development of complex social systems (Kharouf et al., 2020; Posner, 2002; Ansah et al., 2022). Michael Spence made it well-known in 1973 with his research on job market signalling. This method aims to close information gaps between interested parties on a topic or issue by illuminating those with less background knowledge.

Social norms are essential components of personal behaviour, according to Posner (2002). Expectations and widely held ideas can signal important details about a person's intentions and behaviour; they are essential for establishing social bonds and preserving order in society. According to Rynes et al. (1991) and Turban (2001), current employees can impact recruiting efforts by providing job searchers with vital information that can then be used to sway decisions. Recipients can make informed decisions by receiving messages from trusted senders. According to Bergh et al. (2014), the theory is separated into four main parts: the signaler, the signal, the receiver, and feedback. The signaler in the context of a job application refers to an organization employee who sends a signal (reviews on job sites) to the receiver (job seekers), who gives feedback by accepting or rejecting a job offer from the company.

**Figure 1: A signalling theory timeline**



*Note:* t = time.

**Source:** [Brian et al. 2011](#)

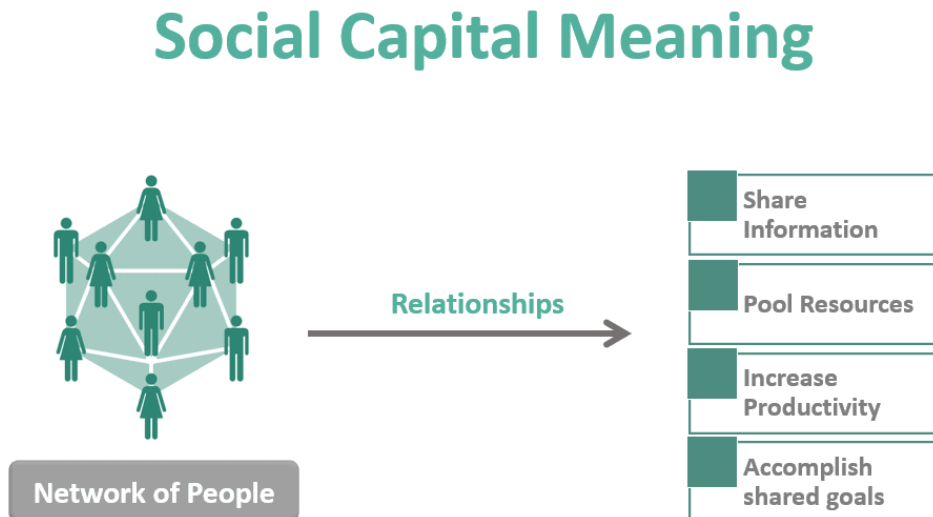
Job applicants want to know an organization’s values and guiding principles before accepting or declining a job offer. To learn more about the organization, they must read about it or consult experts—typically current or former employees—who have firsthand knowledge. As a result, any data (reviews) gathered are viewed as providing signals about the organization’s characteristics (Turban, 2001; Uggerslev et al., 2012). This depends on five crucial factors: the signal's observability, cost, credibility, frequency, and consistency. "Observability" refers to the ability of intended receivers to be exposed to the call; "frequency" refers to how often the receiver sees the signal; "credibility" refers to the perceived ability of the signaler to follow through with the call; and "consistency" refers to the power of the signaler to maintain the signal (Connelly et al. 2011).

Ansah et al. (2022) explore media coverage and its impact on public opinion. They discovered that message content has little effect, but the type of media coverage used, and alternative stories considerably benefit respondents’ views. In this scenario, we may apply signalling theory to analyze how various media signalling strategies may influence the public's perception by offering markers of legitimacy or dependability based on narrative presentation rather than just the message content itself.

### 2. 2. 2 SOCIAL CAPITAL THEORY

The underlying idea of this theory is that social networks are invaluable, and interactions between individuals or groups of individuals with shared interests are crucial. According to Balijepally et al. (2004), social capital refers to the networks of connections and acquaintances that a person or organization has with others. It is "the sum of the actual and potential resources embedded within, accessible through, and derived from the network of relationships owned by an individual or social unit" (Nahapiet and Ghoshal, 1998). It aims to clarify why people will act in specific ways for those who belong to similar social groups and have the same beliefs and standards. Social capital is crucial to human existence because it influences how individuals interact with one another. It is a collection of several entities with two things in common: they all contain some component of social structures, and they all enable players' behaviours, whether they are private individuals or corporate actors, within the framework.

**Figure 2:** A pictorial representation of the social capital theory

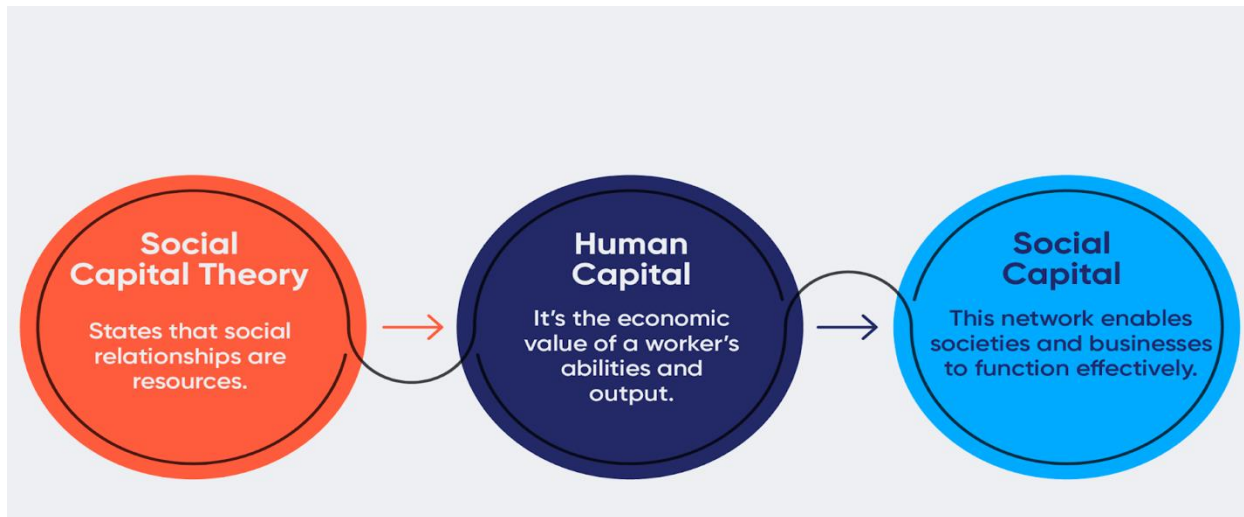


Source: [WallSourceMojo](#)

Like other forms of capital, social capital is productive, enabling achieving goals that would otherwise be impossible (Coleman 1988). Bourdieu (1986) defines it as "the aggregate of resources available to

individuals in a group by their membership in that group." Social capital has three distinct dimensions: structural, relational, and cognitive (Nahapiet and Ghoshal 1998).

**Figure 3: Phrases of the social capital theory**



Source: [BetterUp](#)

Relational capital is "the kind of personal relationships people have developed with each other through a history of interactions." In contrast, cognitive capital is "those resources providing shared representations, interpretations, and systems of meaning among parties," (Nahapiet and Ghoshal, 1998). The size of one's network and its members' resources influence how much social capital a person possesses (Bourdieu, 1986).

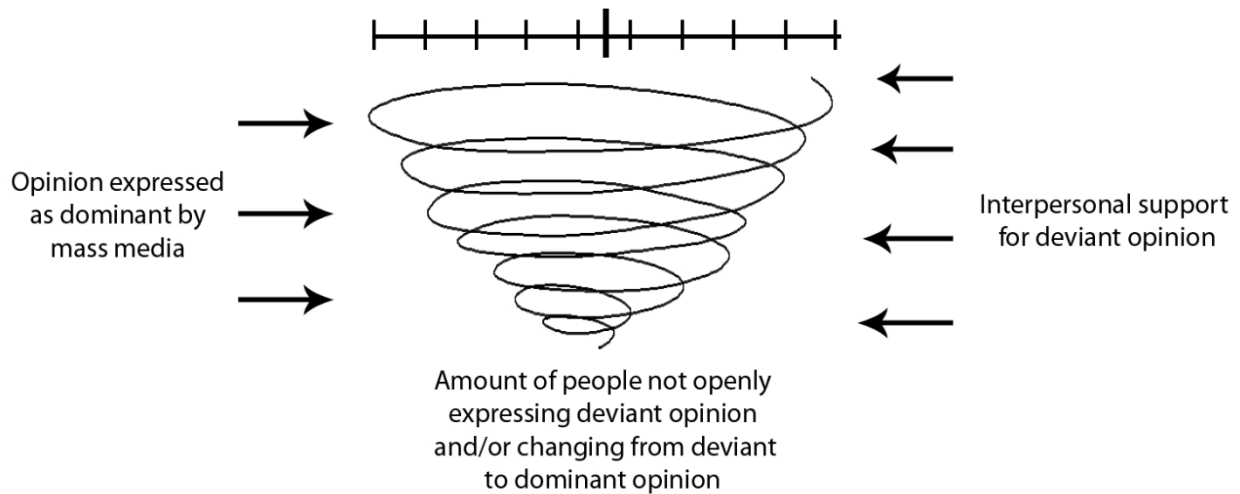
### **2. 2. 3. SPIRAL OF SILENCE THEORY**

This theory states that the fear of social isolation makes people hide their opinions about a topic when the more popular one differs from theirs. Individuals' fear of social isolation and their perception of belief greatly influence their willingness to express their thoughts and ideas publicly, ultimately shaping the overall dynamics of public discourse and potentially suppressing minority voices (Drew, 2019; Nam, 2002; Salmon and Kline, 1983). People constantly observe others' behaviour to determine which opinions are met with approval or rejection in the public sphere, exerting pressure on them to go with the general sentiment



(Scheufele 2008). When an idea is likely to get public acceptance or support, people will most likely express their opinions loud and clear. Still, when such an opinion receives little or no endorsement, they tend to refrain from sharing it with others, thereby separating loud opinions or expressions to one side and silence on the other, setting the spiral of silence into motion. Elisabeth Noelle-Neumann made the theory famous for showing that those in the minority with dissenting opinions often shy away from expressing themselves due to the fear of separation from the larger group. Fear of isolation because of the group or community realizing that the individual has a viewpoint that differs from the norm and suspicion of retaliation or more extreme seclusion, in the sense that articulating that opinion could have adverse effects beyond simple isolation (loss of a job, status, etc.), are the supporting ideals of the theory (Noelle-Neumann 1984).

**Figure 4:** The spiral of silence image



**Elisabeth Noelle- Neumann's Spiral of Silence**

Source: [Mattingly 2019](#)

We want to feel respected and accepted by others, and the fear of being isolated tends to make us agreeable with others, even on opinions that we have a different view on. Our sixth sense, which Noelle-

Neumann, called the “quasi-statistical organ,” allows us to gauge the dominant belief at a given time. The spiral of silence is created when the perceived supported opinion is voiced out, and those with opposing views refuse to voice theirs for fear of being ridiculed for their difference in opinion. In a work environment, employees might be afraid to express opposing viewpoints for fear of backlash or reprisal from their superiors or even colleagues with different views. Due to the lack of support and rejection when speaking their ideas, they might tend to lose their confidence in the long run, especially as humans are social beings, and public acceptance plays a vital role in the psyche of individuals.

### **2. 3. LITERATURE REVIEW**

Since it was initially made available to the public, the use of social media has significantly increased. Its use as a social connection tool for loved ones and friends separated by distance has become synonymous with other services such as entertainment, information and knowledge search, advertisements for businesses, support groups, company talent recruitment, and building their employer brand to their public (McFarland and Ployhart, 2015). Carr and Hayes (2015) defined it as “Internet-based, disentranced, and persistent channels of mass personal communication, facilitating perceptions of interactions among users, deriving value primarily from user-generated content.”

The globe is now called a global village, with knowledge easily transmitted using the internet. Since the introduction of social networking sites such as LinkedIn, Glassdoor, and others, online applications have primarily replaced traditional means of application due to their accessibility, usability, and convenience for both senders and recipients (Parry and Tyson 2008). This makes information about open positions readily available online on the career pages of organizations seeking to fill vacancies, job boards, or sites where such vacant positions are advertised, as well as the organization's social media pages, making it much easier to obtain up to date information about open positions. Many people base their decisions on data, including choosing which company to apply for work. These choices are made based on information that is either publicly accessible (found on such businesses' corporate websites or social media pages) or private (available only to former and current workers), leading to knowledge asymmetry.

According to Stiglitz (2002), information asymmetry is "different people knowing different things." There are knowledge gaps between individuals who have access to specific types of information and those who may make better decisions if they do. Reputation is one of the variables that affect a job seeker's decision to apply to a corporation; frequently, the material discovered on the business website or social media pages depicts evaluations or remarks about such corporations, influencing job seekers' applications. For firms to recruit top personnel, especially those evaluated on job sites, it is essential to have a positive employer reputation (Lievens and Slaughter, 2016). Connelly et al. (2011) and Spence (1973) contend that an organization's social media pages offer users a window into what it's like to work there, influencing how potential employees regard its EVP. According to empirical data, social media impacts candidates' evaluation of the corporation (Frasca & Edwards, 2017).

Sivertzen et al. (2013) discovered that people's perceptions of the corporation's reputation were more favourable when they admitted to reading information about it on social media. They also found that social media exposure to business information can improve organizational attractiveness, employer image, and corporate reputation. The perceived accessibility of data about an organization on social media was found to have a positive correlation with perceptions of corporate image by Kissel and Büttgen (2015), which in turn was found to have a positive correlation with employer attraction. According to Marieke et al. (2019), employees have two main impressions of their employers: symbolic and instrumental dimensions. Instrumental dimensions include salary and location, whereas symbolic dimensions concentrate on immaterial traits like competence, status, and sincerity. Because social media allows for more open connections with users, it frequently helps firms stand out from their rivals (Lievens and Highhouse, 2003) (McFarland and Ployhart, 2015).

In the study by Sood et al. (2020), people find satisfaction and enjoyment in the social information they receive via social media. Recently, candidates or job seekers have discovered that using social media to assess organizations or firms where they are applying or have received job offers has become two-way. Candidates can determine whether an organization's principles correspond with their own by reading evaluations, praise, or comments from knowledgeable sources such as current or former employees. At the same time, recruiters peruse prospective employees' social media profiles to determine whether they are

a fit for their company. Employer branding initiatives have become a significant aspect of firms' identities in acquiring top talents, standing out from the competition in the same industry. Some may engage in "impression management and content validity," which is the process of attempting to control or manipulate the reactions of others to images of themselves or their ideas (Palmer et al., 2001), which also applies to candidates. However, in most cases, whatever is seen online about an organization or individual is closer to the truth than not.

In their research on social media and recruiting candidates, Carpentier et al. (2019) discovered that candidates look to a corporation's social media pages to learn about their employer's branding personality traits. According to empirical research, information about a firm posted on social media can affect how prospective employees view it (Frasca and Edwards, 2017). Sivertzen et al. (2013) also found that when participants confirmed having examined information about the corporation on social media, their assessments of the corporate reputation were more favourable. For some time, the concept of candidate fit has been a research topic, and numerous studies have found that employees who "fit" are more likely to perform better than those who do not. (Bowen et al., 1991; Cable and Judge, 1996; Chatman, 1989; Kristof, 1996; Bowen et al., 1991). There are three levels at which fit occurs: person-organization (PO), person-team (PT), and person-job (PJ). The notion of PO is significant since it refers to how well an individual's values align with those of the business in which they seek employment (Ballout, 2007; Hoffman and Woehr, 2006; Kristof, 1996).

P-O fit is defined by Kristof (1996) as "compatibility between people and organizations that occurs when at least one entity provides what the other needs, or they share similar fundamental characteristics, or both," or "the compatibility between an individual and a work environment that occurs when their characteristics are well matched" (Kristof-Brown et al. 2005). Rynes and Cable (2003) stated that "job seekers are much more concerned about choosing the most appropriate organization for them to work for as much as the most appropriate job for them to perform, such that a fit between an individual's personality, beliefs, and values and the organization's espoused culture, norms, and values is in tandem". Similarly, Schneider (2001) contends that people are drawn to and seek employment with organizations that share traits or values with their own and that, in turn, organizations tend to choose employees who share those traits most closely.

This is based on her Attraction-Selection-Attrition (ASA) Model. The ASA model is based on the premise that applicants are attracted to organizations whose values align with their own (Schneider, 1987; Smith, 2008), and when one firm's code of ethics and conduct fits better than the other, the candidate is more likely to consider the latter. Although the extrinsic factor can motivate the job selection process, the PO fit is more critical in deciding (Chapman et al., 2005; Rynes and Cable, 2003; Collins and Stevens, 2002; Judge and Cable, 1997).

#### **2.4. OVERVIEW OF SELECTED MULTINATIONALS: SAP, Siemens, and Delivery Hero**

In this study, three multinational corporations were chosen for examination and comparison due to their importance to Germany's tech sector. Since social media and social networking sites are increasingly being used as digital tools for hiring, these corporations have a presence on social media platforms, and they employ a large percentage of the approximately 1.3 million tech professionals in Germany.

##### **2.4.1. SAP**

SAP (Systems, Applications, and Products) is a multinational software corporation based in Walldorf, Germany. It is a global leader in enterprise software, offering a wide range of solutions for various industries, including finance, manufacturing, and human resources. Its flagship product, the SAP ERP (Enterprise Resource Planning), enables the integration of different business functions, such as customer relationship management, finance, business management, and supply chain management, into a single system, providing a centralized and efficient platform for managing operations. They also offer consulting, training, and support services to clients in various industries. As of 2022, SAP serves over 440,000 customers in more than 180 countries and has a diverse workforce of more than 100,000 workers worldwide. The company's solutions are known for streamlining business processes, enabling data-driven decision-making, and fostering innovation.

##### **Using SAP for Enterprise Software Solutions**

SAP is instrumental for organizations seeking robust enterprise software solutions. Its application suite covers customer relationship management, supply chain management, and business intelligence.

Businesses across different sectors rely on SAP to optimize operations, manage resources, and drive growth through digital transformation.

#### **2.4.2. SIEMENS AG**

Founded in 1847 and headquartered in Munich, Germany, Siemens is a global powerhouse renowned for its extensive portfolio of innovative technologies and solutions. With a legacy of over 170 years, Siemens AG is a leading player in various industries. The company's operations extend globally, serving clients in more than 200 countries. As of 2023, Siemens AG employs over 300,000 people worldwide, further solidifying its position as a prominent multinational corporation.

Siemens AG distinguishes itself not only through its technological prowess but also through a steadfast commitment to sustainable practices. The conglomerate is at the forefront of efforts to develop and implement green technologies, contributing significantly to global sustainability initiatives. Siemens AG leads the charge in electrification, providing cutting-edge power generation and distribution solutions. Furthermore, the company is vital in healthcare, delivering state-of-the-art medical equipment and digital solutions that advance patient care and medical research. Businesses worldwide turn to Siemens AG for its comprehensive range of technological offerings. The company's automation systems drive manufacturing efficiency, while its innovative grid solutions revolutionize energy management. Additionally, Siemens AG spearheads the digitalization movement, providing software solutions that empower businesses to leverage data for informed decision-making. Through its unwavering commitment to innovation and sustainability, Siemens AG continues to shape the trajectory of industries on a global scale.

#### **Using Siemens for Technological Solutions**

Siemens is the go-to choice for companies seeking cutting-edge technological solutions. Siemens' expertise in automation, IoT, and digitalization makes it an invaluable partner for businesses looking to enhance their operational efficiency and sustainability.




### **2.4.3. DELIVERY HERO**

Delivery Hero is a global food delivery service provider established in 2011 and headquartered in Berlin, Germany. The company operates in over 40 countries, connecting customers with local restaurants and offering a convenient online ordering experience. As of 2022, Delivery Hero serves millions of customers worldwide and partners with thousands of restaurants. The platform is designed to provide a seamless and efficient food delivery experience, leveraging technology to optimize the ordering and delivery processes.

#### **Using Delivery Hero for Food Delivery Services**

Delivery Hero is a critical player in the food delivery industry, especially in urban centers where convenient access to diverse food options is essential. Restaurants looking to expand their customer base and streamline their delivery operations often turn to Delivery Hero for its extensive reach and user-friendly platform.

**Table 1: Characteristics of the selected MNCs**

			
<b>Year Established</b>	1975	2011	1847
<b>Number of Employees</b>	120,000	49,417	383,000
<b>Stock symbol</b>	SAP	DHER	SIEGY
<b>Product and Service Offerings</b>	Enterprise Resource Planning (ERP), Business Intelligence (BI), and Customer Relationship Management (CRM)	<p>For Customers: Food and Grocery Delivery, Order Tracking and Real-time Updates, Payment Options, and Customer Support</p> <p>For Restaurants: Platform Access and Listing, Order Management and Analytics, Marketing and Promotion Opportunities, Delivery Partner Network</p> <p>For Delivery Partners: Flexible Work Opportunities, Delivery App and Order Management, Performance Tracking and Incentives, Community Support and Training</p>	<p>Energy: Power generation, Grid management, Smart grid Solutions, Gas and Oil Systems</p> <p>Healthcare: Medical Imaging Systems, Laboratory Diagnostics Systems, Medical Technology, Digital Health Solutions</p> <p>Infrastructure: Urban Infrastructure Solutions, Building Technologies, Mobility Solutions, Automation Solutions</p> <p>Digital Industries: Industrial Automation, Process Automation, Factory Automation, Digitalization Solutions</p>
<b>Market Capitalization</b>	\$169.85 B	\$11.26 B	\$119.87 B



<b>Business Model</b>	Software subscriptions, Consulting and implementation services, Managed services, Maintenance and support, Partner ecosystem, Cloud services	Customers, Restaurants and grocery stores, Delivery partners, Advertising and Subscription fees	Product sales, Service contracts, Licensing, and Partnerships
<b>Main Divisions</b>	SAP S/4HANA, SAP Business Cloud, SAP Digital Business Platform, SAP Leonardo, SAP Customer Experience, SAP Supply Chain Management, SAP Human Resources, and SAP Industry Cloud	International Markets, German Market, Quick Commerce, Logistics, Technology, People and Culture, Legal and Compliance, and Finance	Digital Industries, Smart Infrastructure, Mobility, Healthineers, Financial Services
<b>Attraction and Retention Strategies</b>	Strong brand reputation, Competitive compensation and benefits, Comprehensive training and development programs, Diverse and inclusive workplace, Open communication and transparency, Employee engagement programs, Mentorship and sponsorship programs, Performance-based recognition, and rewards.	Strong employer branding, Competitive compensation and benefits, Comprehensive training and development opportunities, Diverse and inclusive workplace culture, Focus on employee well-being, Strong internal communication and transparency, Employee recognition and rewards, and Opportunities for career advancement	Strong brand reputation, Competitive compensation and benefits, Extensive training and development programs, Diverse and inclusive workplace, Focus on employee well-being, Open communication and transparency, Employee recognition and rewards, Opportunities for global mobility and Cross-Cultural exposure, Strong social responsibility initiatives, and Focus on early career development

**Source: Own Reproduction**

## **2.5. AN OVERVIEW OF THE SELECTED JOB SITES**

### **2.5.1. LINKEDIN**

LinkedIn, owned by Microsoft, is the world's largest professional networking platform. It boasts over 800 million members globally, with approximately 260 million monthly active users. Its user base is well-distributed across North America, Europe, and the Asia-Pacific. The platform has a relatively balanced gender distribution, with 57% male and 43% female users. It is a professional and career-development social networking platform. On May 5, 2003, in California, USA, co-founders Reid Hoffman, Allen Blue, Konstantin Guericke, Eric Ly, and Jean-Luc Vaillant formally launched the platform with a vision to link professionals and enable them to keep in touch with colleagues and contacts in the business sector. On May 19, 2011, the company issued its first public offering (IPO). It was a huge success, causing the company's price to skyrocket and making it one of the largest tech IPOs ever.

Over time, LinkedIn added services, including job postings, corporate pages, groups, and a news feed for users to share changes and content. These additions go beyond individual profiles and networking. Millions of professionals worldwide now utilize it, thanks to steady growth in its user base. It became an indispensable tool for professionals in various fields, including the tech sector, by offering a platform for networking, job searches, and business-related material.

#### **Using LinkedIn for Professional Networking**

LinkedIn is a critical tool for professional networking and employer branding. In a 2021 survey, 77% of employers used LinkedIn to find potential candidates. It's particularly influential for executive-level positions and industries that value networking and personal connections. LinkedIn also offers robust company pages where businesses can showcase their culture, values, and job opportunities. It's an excellent platform for building a strong employer brand and engaging with potential candidates professionally. Its global reach makes it a powerful tool for international recruitment efforts. However, like any platform, its effectiveness may vary depending on the industry and region.

### **2.5.2. GLASSDOOR**

Glassdoor, acquired by Recruit Holdings in 2018, is a leading platform for job seekers to research companies, find job listings, and access employee-generated reviews and ratings. As of the first quarter of 2022, Glassdoor boasts over 70 million monthly unique visitors, making it a crucial touchpoint for those navigating the job market globally. Many of its users are in North America, with approximately 34 million monthly active users. Europe and the Asia-Pacific regions follow with 15 million and 11 million users, respectively. The male-female user ratio on Glassdoor is relatively balanced, with 52% male and 48% female users. The website allows current and past employees to anonymously assess firms and their management and exchange pay statistics and workplace insights. The concept was to develop a platform where employees could share their experiences and opinions about their workplaces, as well as wage figures and other helpful information, with job seekers so that they could make informed decisions. It was founded in 2007 with the help of Robert Hohman, Tim Besse, and Rich Barton. In-depth company profiles, job listings, and interview feedback are now available to users; it is a one-stop shop for job seekers looking for details on possible businesses and open positions.

#### **Using Glassdoor for Employer Branding**

Glassdoor is a powerful tool for employer branding. In a 2021 survey, 84% of employers agreed that Glassdoor significantly impacted their brand reputation. Additionally, 70% of job seekers said they are more likely to apply for a job if the employer actively manages their employer brand on Glassdoor. Glassdoor provides a platform for transparent communication between employers and employees, and it is widely used for job listings and company reviews. However, it's essential to recognize that user demographics vary across regions. For example, Glassdoor is more extensively used in North America, and its popularity may differ in other parts of the world. Therefore, globally, companies should verify the platform's relevance to their target audience.

### **2.5.3. INDEED**

Indeed is a global job search engine aggregating job listings from various sources. It boasts over 250 million monthly unique visitors worldwide, making it one of the largest job search platforms. North America alone has more than 60 million monthly active users. The platform is heavily skewed towards job seekers, with

approximately 61% of users are male and 39% female. It is a job search portal that aggregates job listings from multiple sources, such as corporate websites, job boards, and other online platforms. Its goal is to help job seekers identify relevant job opportunities while offering a forum for companies to reach out to potential applicants. Founded in 2004 by Paul Forster and Rony Kahan in Austin, Texas, it has grown to become a prominent job searching site, with specialized features such as "Indeed Prime," which aims at connecting top tech talent with employers, as well as "Job Market Insights," a tool that provides data and analytics on job trends and labour market dynamics.

### **Using Indeed for Recruitment**

Indeed, it is a pivotal platform for recruitment efforts. In a 2021 survey, 72% of employers said they had successfully hired through Indeed. It provides a vast pool of job seekers across various industries and is particularly effective for entry-level and mid-level positions. Indeed's strength lies in its widespread popularity, making it a go-to platform for job seekers across the globe. However, it's essential to recognize that the effectiveness of Indeed may vary depending on the industry and location. Some regions may have more extensive usage, so businesses should ensure their target candidates are active on the platform in their specific market (Hootsuite, 2022a).

### **2.5.4. KUNUNU**

Kununu, now owned by XING, is a European-centric platform popular in German-speaking countries for employer branding and job seeker insights. It hosts over 3.5 million company reviews and is utilized by approximately 4.7 million users. Kununu's user base is predominantly in Europe, with a powerful presence in Germany, Austria, and Switzerland. The gender distribution is relatively balanced, with 54% male and 46% female users. It is an online platform that enables current and former employees to evaluate and review companies based on their employment experiences.





Martin and Mark Poreda started the website in 2007 in Vienna, Austria, because of the need for more information and the lack of transparency regarding firms' work environments and cultures available to job seekers. In addition to employee ratings, they have created the "TOP Company" and "OPEN Company" awards, which honours top-rated businesses, and "Company Insights," a feature that enables corporations

to directly share information about their work culture and benefits on the platform. These job platforms provide job seekers with centralized access to information ranging from vacant positions to salary information, the company culture, and other essential data that will enable them to make an informed decision while also giving employees (current and past) a platform to showcase the offerings of their organization, albeit unofficially.

### **Using Kununu for Employer Branding**

Kununu plays a pivotal role in employer branding within Europe. According to a 2021 survey, 76% of employers in German-speaking countries believe Kununu is essential for their employer branding strategy. It is incredibly influential among millennials and Generation Z job seekers, who often rely on such platforms for insights into company culture and work environments. Firms looking to establish a strong presence in European markets, especially those in German-speaking regions, should consider Kununu an integral part of their employer branding strategy. However, it must be noted that its user base may be less extensive in other global regions.

**Table 2: Characteristics of the selected SSNs**

	 LinkedIn	 Glassdoor	 Kununu	 Indeed
<b>Primary Focus</b>	Professional networking and connecting with colleagues, peers, and potential employers	Provides insights into company culture, employee reviews, and salary information	Company reviews and insights into workplace culture	Job search and aggregation of job listings from various sources
<b>Usage</b>	Widely used for networking, building a professional online presence, and recruiting	Helps job seekers gain insights into company culture and employee satisfaction, as well as find job listings	Used to gather information about companies' work environments	Popular platform for job seekers to find a wide range of job listings in one place.
<b>Method of Authentication</b>	Email verification, Job title and employment history, and Company connections,	Email Verification, Employment History and Job Title Verification, IP Address Verification, Social Connections, Content Analysis and Machine Learning, Human Review, and Investigation	Email verification, Job title and employment history, LinkedIn profile User reports, and Human review	Email verification, User reports, Job title and employment history, and LinkedIn profile
<b>Subscription Model</b>	Free and premium	Free (for employee reviews) and Freemium (for employers)	Free (for users) and paid subscriptions (for employers)	Free and premium
<b>Number of Users (Monthly)</b>	271 million	55 million	5.2 million	250 million
<b>Ratings Categories</b>	Overall rating (1 to 5 stars), Work-life	Overall company rating (1 to 5	Overall (1 to 5 stars), Recommendations,	Overall rating (1 to 5 stars), Culture, Work-life balance,

	balance, Compensation and benefits, Job security, Career growth opportunities, Management, Culture, Diversity and inclusion, Recommendations, Company values, CEO approval rating	stars), CEO approval rating, Compensation and benefits, Career opportunities, Culture and values, Work-life balance, Senior management, Recommend to a friend, Six-month business outlook, Pros, Cons, Advice to management	Salary and Benefits, Work-Life Balance, Job Security, Career Opportunities, Leadership, Culture and Values, Diversity, and Inclusion	Career growth, Pay and benefits, Job security, CEO approval, Recommend to a friend, Pros, Cons, Advice to management.
<b>Key Features</b>	Profile creation, networking, job listings, and company pages	Company reviews, salary information, and job listings	Company reviews, employer insights, and industry rankings	Job search, resume upload, and job alerts
<b>Number of reviews</b>	One review per user	One review per user	One review per user	One review per user

**Source: Own Reproduction**

## **2. 6. DEFINITION OF RELEVANT TERMS**

### **2. 6. 1. JOB SEEKER OR CANDIDATE**

Individuals actively engaged in the employment search are called "candidates" or "job seekers." To land a suitable job or position that complements their qualifications, experience, and professional goals, they actively seek out openings, fill out applications, attend interviews, and participate in recruitment processes.

They can be classified into three categories, namely:

1. Active: These groups are seeking or searching for new job opportunities or roles.
2. Monitoring: They are not seeking but are looking for opportunities or roles that fit their criteria.
3. Settled: They are not actively seeking a new job but will take one when an opportunity arises.

### **2. 6. 2. ACCEPTANCE DECISION**

This is the process of deciding either to accept or reject a job offer by an applicant. During interviews the hiring manager evaluates a candidate's if they a g good fit for the position advertised and thereafter offers a job contract or rejection letter as the case maybe.

### **2. 6. 3. TALENT ACQUISTION**

These are the procedures that a company follows to recruit, source, and hire outstanding talent. It involves ultimately recruiting individuals with the appropriate skills, qualifications, and cultural fit to satisfy the organization's present and future personnel needs.

### **2. 6. 4. TALENT ATTRACTION**

This refers to businesses' methods and techniques to entice and retain highly qualified individuals to work for them. It focuses on developing a strong employer brand, highlighting the organization's distinctive selling propositions, and using efficient hiring practices to attract top personnel. To draw in highly qualified people who share the organization's values, culture, and objectives, it also aims to raise awareness among candidates, pique their interest, and engage them in the recruitment process.



### **2. 6. 5. TALENT RETENTION**

This includes organizations' strategies and methods for retaining valuable and high-performing people. It entails building an atmosphere that promotes employee satisfaction, engagement, and loyalty, lowering turnover rates and ensuring that talented individuals choose to stay with the firm in the long run.

## CHAPTER THREE

### 3.0 RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

This chapter describes the processes and methods utilized in collecting and analyzing the research study's data. Methodology is the use of methods and techniques analyzed to develop research or analysis to demonstrate its validity and significance to society (Kothari 2004). This study aims to understand social media's impact on job acceptance decisions by candidates and its influences. Detailed information about the following are discussed: Research Design, Study Population, Sampling Techniques, Research Instrument for Data Collection, the Intra-Reliability Test, Data Collection Method, Techniques for Data Analysis, Data Statistical Procedure, and the Limitations of the Methodology.

#### 3.2 RESEARCH DESIGN

This involves the methods implemented in collating the data; typically, the purpose or nature of the investigated problem depends on which one is used. Olannye (2006) defines Research Design as “the approaches, framework, or plan of carrying out research studies”. The study seeks to investigate the Impact of Social Media on Candidates' Acceptance Decisions. As such, it is a study that seeks the opinions of relevant stakeholders using the survey method to collate data. Such quantitative approaches prioritize objectivity by emphasizing the replicability and generalizability of findings (Harwell, 2011).

The method can be used when “questioning individuals on a topic or topics and then describing their responses” (Jackson 2011). Surveys are a form of data collection in which people or items are studied and analyzed; they are often considered to represent the entire group being studied. It often deals with opinions, i.e., seeking respondents' views over a phenomenon or topic; it also allows collecting original data from large populations using individuals as a unit of analysis.

### **3.3 POPULATION OF THE STUDY**

A population is a group of people with specific characteristics that set them apart. Yomeri and Agbonifo (1999) say it is the total of any collection of entities that can be distinguished from one another by distinctive characteristics. As Obilor (2018) points out, every research study is done on some population, this study focuses on a demographic sample of respondents who have used social media for job search and have gotten job offers from the same source, which they accepted. The overall number of respondents aimed for in the study was 65, but only 53 responded to the survey. Some respondents were contacted via their social media profiles (on LinkedIn) because they met the survey's requirements, while others came recommended by the initial respondents. The findings will be examined in subsequent portions of the study.

### **3.4 SAMPLING TECHNIQUE**

This study employed two sample techniques: convenience sampling and snowball sampling. The convenience sampling method was chosen for its practicality and ease of access for potential participants who decided to participate in the study. Initially, there was a low response rate from the target demographic, which would have hampered the investigation, so the snowball sampling approach was adopted. This is common in research with difficult-to-reach groups, and it allows already-participating respondents to recommend other qualified respondents, which was beneficial in this study.

### **3.5 RESEARCH INSTRUMENT FOR DATA COLLECTION**

The data collection instrument used for this study is a questionnaire, which was chosen due to its ease of use, reliability, and usefulness. A questionnaire is “an instrument for gathering data from respondents to aid in finding solutions to research questions” (Olannye 2006). The survey questionnaire was prepared and divided into Sections A and B. Section A contained questions about the study’s research questions with a Likert scale measurement to aid the respondents in answering the questions. In contrast, Section B had the respondents' demography. The Likert scale included five-point close-ended questions, which are:

1 = Strongly Disagree (SD)

2 = Disagree (D)

3 = Undecided (U)

4 = Strongly Agree (SA)

5 = Agree (A)

The questionnaire was hinged on the topic of the study, namely, Social media’s impact on candidates’ acceptance decisions and how candidates utilize social media in their job search; the data was collected electronically using Lime Survey, which provided anonymity for the respondents. To further allow for adequate review in identifying essential parameters, the questions were themed around the research questions of the study, which are presented below:

**Table 3: The influence of social media on candidate perception**

Influencing factors	
1.	Social media can influence my perception towards a company.
2.	Reading about a company on social media is persuasive.
3.	Social media can influence whether I apply to a company or accept an offer from them.
4.	An employee talking about a company, service, or offer is more trustworthy or believable.

**Table 4: The impact of social media on candidate acceptance decisions**

Influencing factors	
1.	When I like a company on social media, I can also like the organization.
2.	I am attracted to a company's brand due to what I see on social media.
3.	The more positive reviews I read about a company on social media, the more likely it is for me to accept a job offer from them.
4.	Through being familiar with a company on social media, I have been attracted to joining them.

**Table 5: The role of social media reviews on candidate acceptance decisions**

Influencing factors	
1.	Social media reviews stimulate my interest in a company.
2.	I am attracted to the company's brand due to the reviews on social media.
3.	Reviews of a company on social media can influence my decision to join them.
4.	Through the review of a company on social media, I have made a decision to join them.

**Table 6: Additional Questions**

Influencing factors	
1.	Do you believe that social media plays a significant role in influencing candidate decisions regarding Multinational Corporations?
2.	Do you believe that social media plays a significant role in influencing candidate decisions regarding Multinational Corporations
3.	Please indicate how influential the organization's purpose is to you compared to its reviews on social media when making a decision to join.

Three additional questions with different measuring scales were added in the last part of the questionnaire to see respondents' choices outside social media use.

### 3.6 INTRA-RELIABILITY TEST

Intra-reliability refers to the consistency of data recorded by one rater over multiple trials, which is best determined when administered over a short period, i.e., the degree to which the study instrument perfectly the desired measurements when applied to the desired objectives. This is issued to establish its viability for the study and to confirm the reliability of the research instrument; an intra-reliability test was performed. The questionnaire was first shared with one respondent and then re-shared with the same person after a few days to verify whether the responses were consistent. The result showed the following:

**Table 7: What is the influence of social media on candidate perception?**

S/N	Influencing factors	Respondent's Answer				
		SD	D	U	SA	A
		1	2	3	4	5
1.	Social media can influence my perception towards a company				x	
2.	Reading about a company on social media is persuasive					x
3.	Social media can influence whether I apply to a company or accept an offer from them			x		
4.	An employee talking about a company, service, or offer is more trustworthy or believable				x	

**Table 8: What is the impact of social media on candidate acceptance decisions?**

S/N	Influencing factors	Respondent's Choice				
		SD	D	U	SA	A
		1	2	3	4	5
1.	When I like a company on social media, I can also like the organization			x		
2.	I am attracted to a company's brand due to what I see on social media					x
3.	The more positive reviews I read about a company on social media, the more likely it is for me to accept a job offer from them				x	
4.	Through being familiar with a company on social media, I have been attracted to joining them					x

**Table 9: What is the role of social media reviews on candidate acceptance decisions?**

S/N	Influencing factors	Respondent's Choice				
		SD	D	U	SA	A
		1	2	3	4	5
1.	Social media reviews stimulate my interest in a company					x
2.	I am attracted to the company's brand due to the reviews on social media				x	
3.	Reviews of a company on social media can influence my decision to join them					x
4.	Through the review of a company on social media, I have made a decision to join them					x

Additional questions:

**Table 10: Additional Question 1**

S/N	Influencing factors	Respondent's Choice				
		SD	D	U	SA	A
		1	2	3	4	5
1.	Do you believe that social media plays a significant role in influencing candidate decisions regarding Multinational Corporations			x		

**Table 11: Additional Question 2**

Using the following scale to answer the question: 1 = Friends (F), 2 = Employees you know (E), 3 = Newspapers on those corporations (N), 4 = Journalists' interviews with CEOs and other employees (J), 5 = Other sources (O)

S/N	Influencing factors	Respondent's Answer				
		F	E	N	J	O
		1	2	3	4	5
1.	Do you believe that social media plays a significant role in influencing candidate decisions regarding Multinational Corporations				x	

**Table 12: Additional Question 3**

Using the following scale to answer the question: 1 = Not Important at All (NI), 2 = Slightly Important (SI), 3 = Neutral (N), 4 = Important (I), 5 = Extremely Important (EI).

S/N	Influencing factors	Respondent's Answer				
		NI	SI	N	I	EI
		1	2	3	4	5
1.	Please indicate how influential the organization's purpose is to you compared to its reviews on social media when making a decision to join.					x



### **3.7 METHOD OF DATA COLLECTION**

An online survey was created to collect the data. Surveys provide valuable insights into attitudes or behaviors within large populations. Primary data was solely collected from respondents through the survey for several reasons. One of which was the ease of reaching out to people online due to the availability of time and the location of the respondents, as well as the convenience for the respondents, who are busy professionals and had to complete the survey at their convenience. The survey duration was five to seven minutes, and English was the communication medium.

### **3.8 TECHNIQUES FOR DATA ANALYSIS**

Data analysis entails the strategies and procedures deployed to investigate the relationships among the variables and elements on which the data have been collated. The data for this study was collected in two parts: Section A, which contained the research questions, was evaluated via the crosstabulation analysis method, which was used in testing the hypotheses of the study; Section B, which includes questions about the demographic data, was evaluated with the simple percentage method.

### **3.9 DATA STATISTICAL PROCEDURES**

The analysis tool, SPSS, was used for the analysis. The survey identification, the questionnaire completion status, the suitability of the respondents, their usage of social media and job sites in their job applications, and the subsequent decisions in answering the research questions.

The impact of the social media variable was amended into another variable, the usage of social networking sites as part of social media. To answer the research questions further, the initial variables were analyzed using cross-tabulation to get new ones. The variables (Strongly Disagree, Disagree, Undecided, Strongly Agree, Agree) were upgraded to Agree, Disagree and Undecided.

### **3.10 LIMITATIONS OF THE METHODOLOGY**

As with most research work, several limitations were encountered with the methodology deployed for this study. While the method used has advantages, some areas of operations could have been improved, such as getting an adequate response from the desired sample size, getting complete answers from the respondents, and determining functional phrases. Additionally, due to the duration of time earmarked for this study and the parameters, getting the required number of respondents proved to be a challenge as it was strictly a voluntary decision of the respondents to participate in the survey. Another critical point was the researcher's bias in determining what position to adopt regarding the survey results.

## CHAPTER FOUR

### 4.0 DATA PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

#### 4.1 INTRODUCTION

This chapter focuses on the presentation, analysis, and interpretation of the responses received from the questionnaire, along with a discussion of the results. To gain additional insight into the influence of social media on candidates' decisions to accept jobs, questionnaires were distributed to current staff members of the chosen three MNCs, and the answers were compiled. While the crosstabulation methodology was employed for the hypotheses, the primary percentage method was used to analyze the replies.

**Table 13: Questionnaire Completion Level**

Questionnaire	Frequency	Percentage (%)
<b>Uncompleted questionnaire</b>	6	12%
<b>Completed questionnaire</b>	46	88%
<b>Total</b>	<b>52</b>	<b>100%</b>

*Source: Own Reproduction*

The table illustrates the extent to which respondents completed the distributed questionnaires. Of the total questionnaires distributed and filled out, 48 were completed, whereas 6 were only partially finished.

**TABLE 14: Age Profile of Respondents**

Age Range	Frequency	Percentage (%)
15 – 20 Years Old	1	2%
21 – 30 Years Old	26	57%
31 – 40 Years Old	16	35%
41 – 50 Years Old	3	6%
<b>Total</b>	<b>46</b>	<b>100%</b>

*Source: Own Reproduction*

In Table 14, the distribution of respondents' ages is presented. The age group of 21-30 years is the largest, accounting for 57% of the sample. Following this, the age range of 31-40 constitutes 35%, while the 41-50 years bracket represents 6% of the respondents. The most minor portion of the sample group falls within the 15-20 years age category, accounting for 2%.

**TABLE 15: Educational Qualification of Respondents**

Educational Level	Frequency	Percentage (%)
No Degree	Nil	0%
Bachelors Degree	19	42%
Masters Degree	23	51%
PhD	Nil	0%
Others	3	7%
<b>Total</b>	<b>45</b>	<b>100%</b>

*Source: Own Reproduction*

The results reveal the varied educational qualifications of the questionnaire respondents. Out of the total respondents, 19 individuals (42%) held a bachelor's degree, 23 (51%) possessed a master's degree, and 3 (7%) indicated other qualifications.

**TABLE 16: Job Experience of Respondents**

Job Experience	Frequency	Percentage (%)
Less than a year	9	21%
1-3 years	13	30%
4-10 years	17	39%
11-15 years	4	8%
More than 15 years	1	2%
<b>Total</b>	<b>44</b>	<b>100%</b>

*Source: Own Reproduction*

Table 16 provides insights into the job experience of the respondents, spanning from less than a year to over 15 years. Specifically, 9 respondents (21%) reported having less than a year of experience, 13 respondents (30%) possessed 1-3 years of experience, while 17 respondents (39%) had 4-10 years of experience. Additionally, 4 respondents (8%) indicated they had 11-15 years of experience, and 1 (2%) reported having more than 15 years of experience.

**TABLE 17: Respondents Employers**

Organization worked for	Frequency	Percentage (%)
<b>Delivery Hero</b>	20	61%
<b>SAP</b>	4	12%
<b>Siemens AG</b>	9	27%
<b>Total</b>	<b>33</b>	<b>100%</b>

*Source: Own Reproduction*

The table displays the employee distribution within the chosen multinational corporation. Among the responses, Delivery Hero stands out with 20 (61%) current employees, followed by Siemens AG with 9 (27%), and SAP, which has the smallest number, at 4 (12%).

**TABLE 18: Social Media Channels of the Respondents**

Job Experience	Frequency	Percentage (%)
<b>LinkedIn</b>	32	73%
<b>Indeed</b>	1	2%
<b>Glassdoor</b>	3	7%
<b>Kununu</b>	3	7%
<b>Others</b>	5	11%
<b>Total</b>	<b>44</b>	<b>100%</b>

*Source: Own Reproduction*

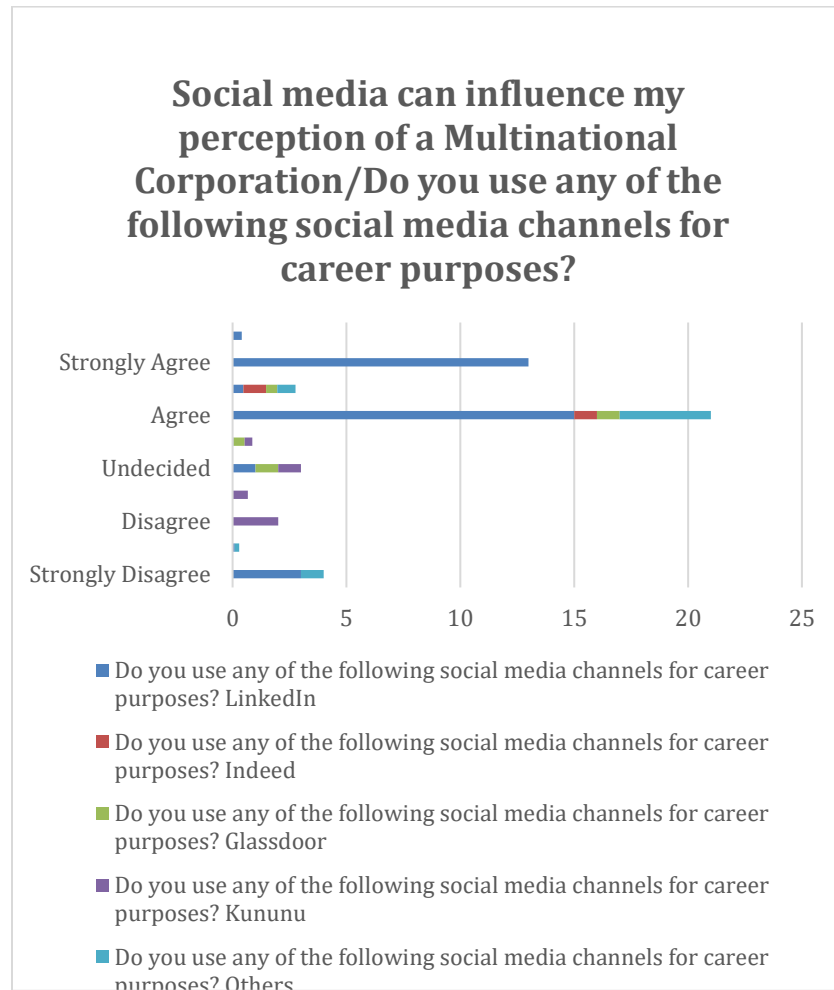
The table above showcases how respondents utilize different social media channels. LinkedIn takes the lead with 32 respondents, constituting 73%. Meanwhile, three respondents use Glassdoor and Kununu, accounting for 7% each. Indeed is utilized by one respondent, making up 2%, and five respondents (11%) employ other platforms.

## **4.2 HYPOTHESIS TESTING**

To address the research inquiries more comprehensively, three hypotheses were formulated to achieve this objective. The examination involved crosstabulation analysis, which incorporated various variables to conduct this procedure.

**4.2.1 Hypothesis One:** *There is no significant relationship between social media and a candidate's perception of a German tech company.*

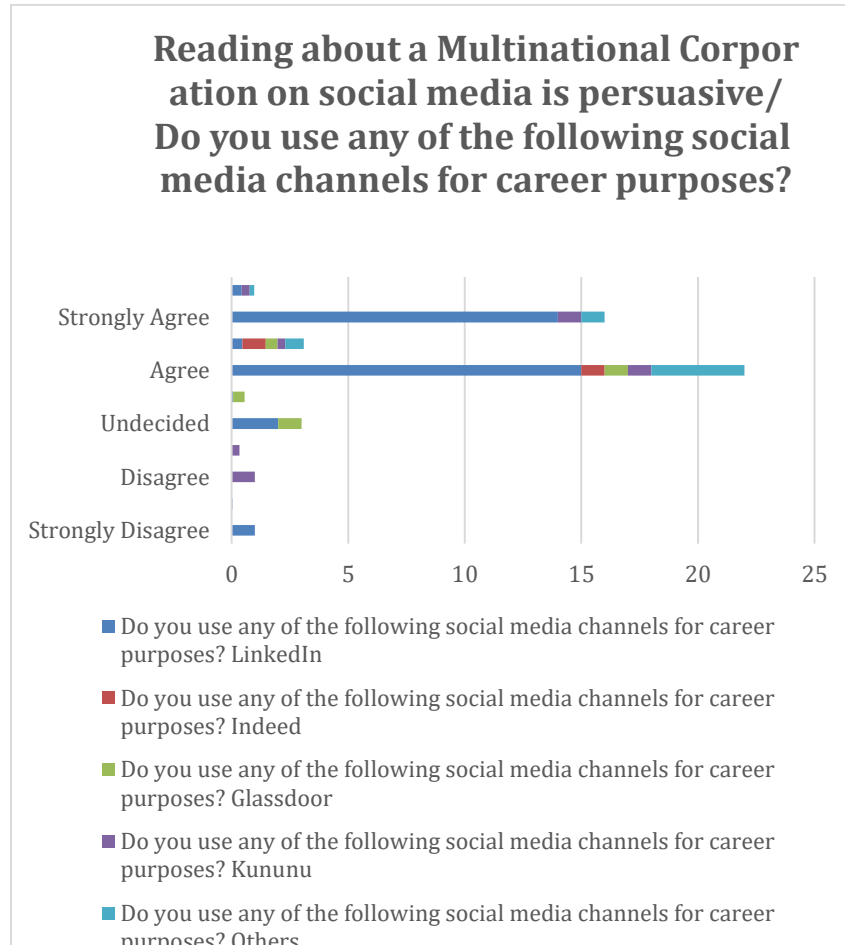
**Graph 1:**



Among the complete pool of 43 respondents, the majority, consisting of 34 individuals (79%), expressed agreement regarding the influence of social media on their perception of multinational corporations. A smaller group, nine individuals (14%), held a contrary view, and three respondents (7%) remained undecided. The respondents were active on various social media platforms, including LinkedIn (32), Indeed (1), Glassdoor (2), Kununu (3), and other platforms (5).

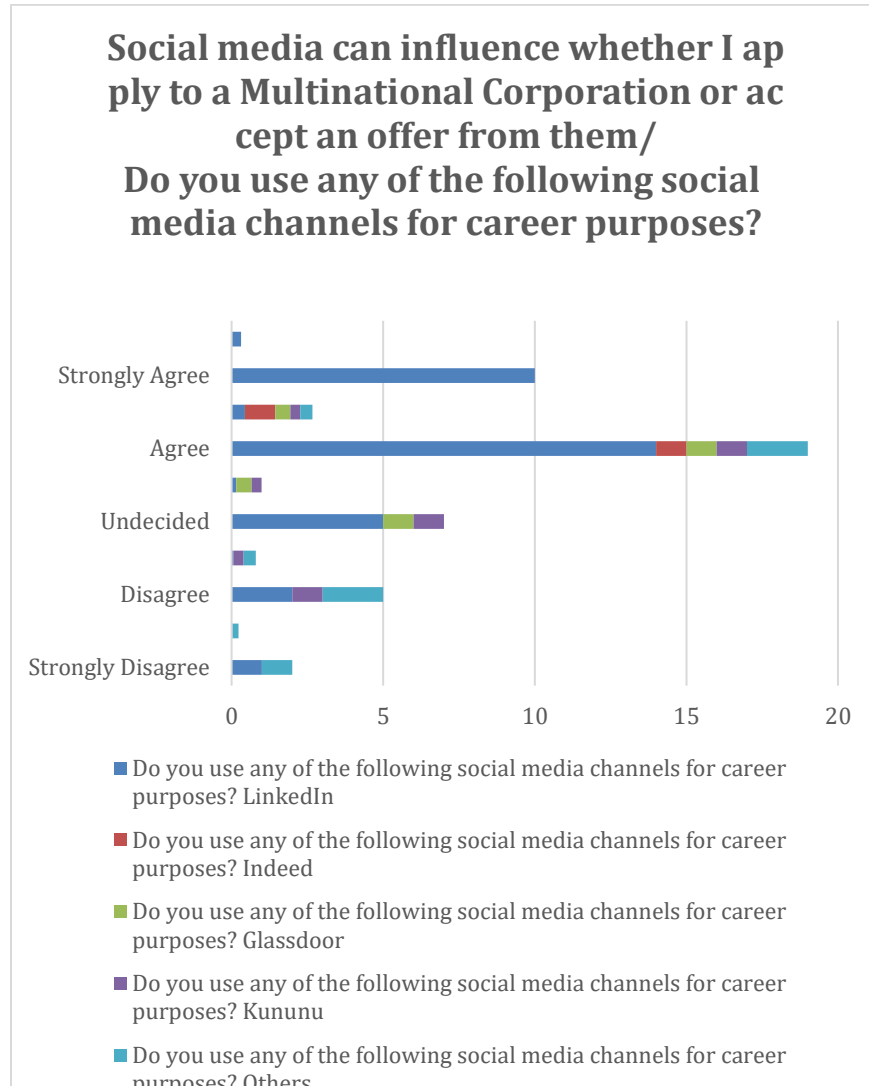


**Graph 2:**



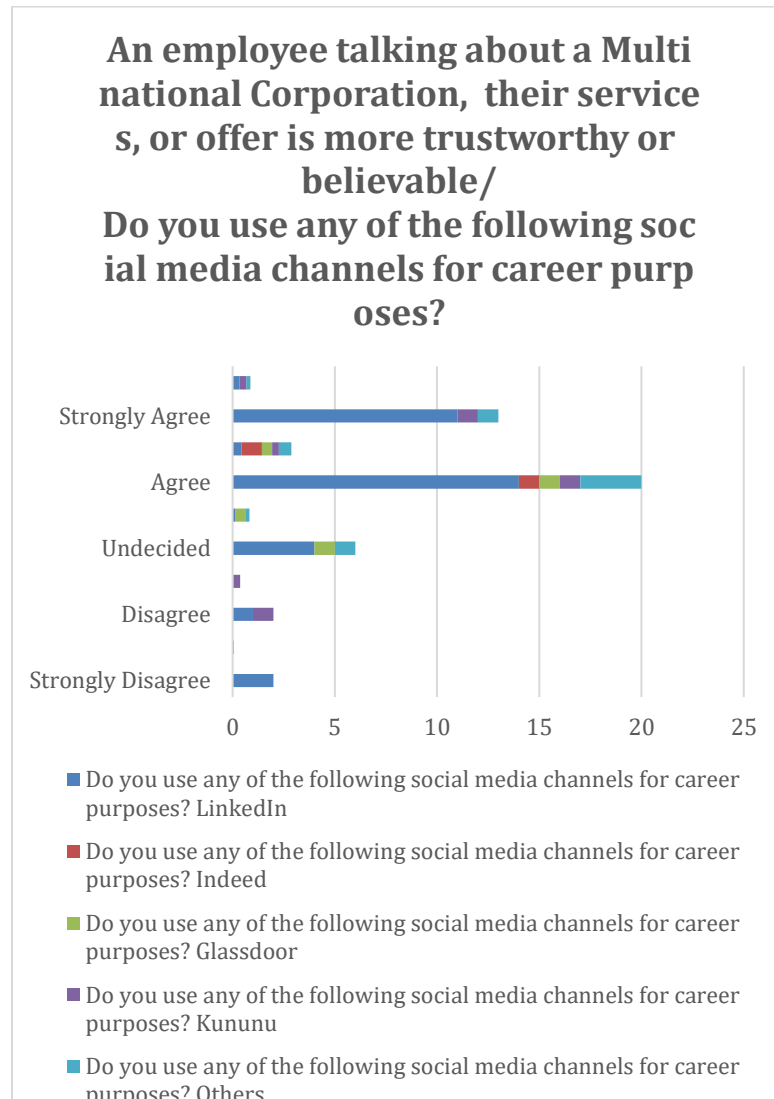
Among the 43 respondents (100% of the total), 38 individuals (88%) agreed on the influence of reading about a multinational corporation on social media regarding their perception of such corporations. In contrast, two respondents (5%) disagreed with this statement, and three individuals (7%) remained undecided. These respondents were active on various social media platforms, including LinkedIn (31), Indeed (1), Glassdoor (2), Kununu (3), and other platforms (5).

**Graph 3:**



Among the 43 respondents included in the survey, 29 individuals (68%) voiced their agreement with the idea. In contrast, 7 (16%) expressed disagreement, and an additional 7 (16%) remained undecided about the impact of social media on their decision to apply for roles within multinational corporations. The candidates leveraged a variety of social media platforms, with the majority favoring LinkedIn (32), complemented by smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and several other diverse platforms (5).

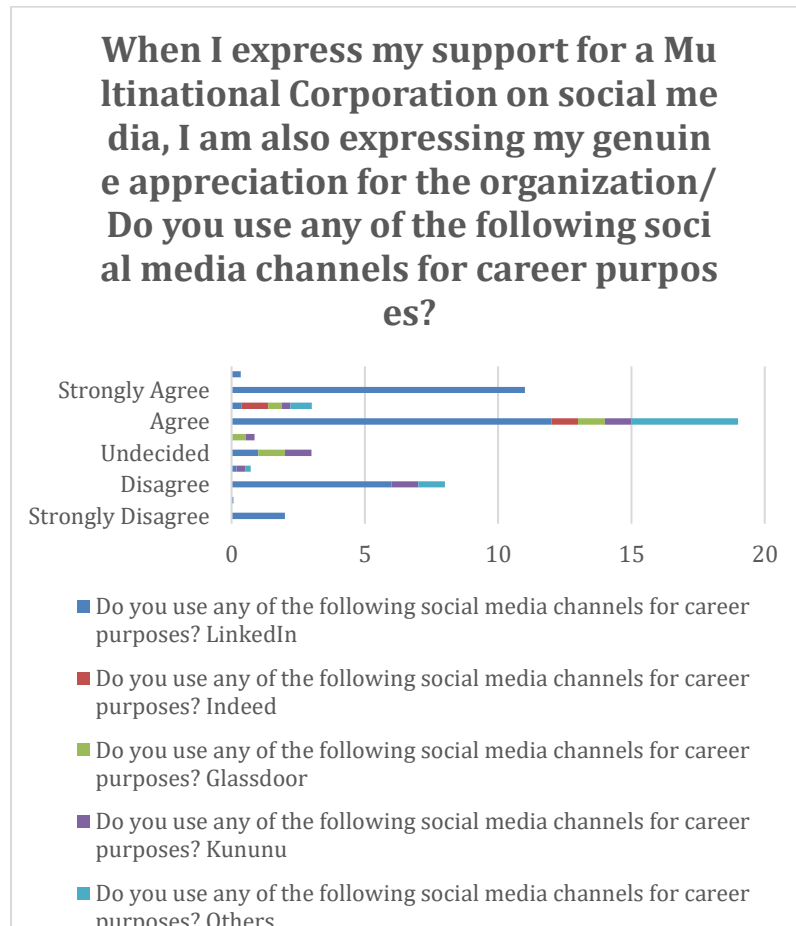
**Graph 4:**



The study's findings indicated that candidates tend to place more trust in employees discussing their employer and the company's services or offers. Among the 43 respondents surveyed (100% of the sample), 33 individuals (77%) concurred with this perspective, 4 (9%) held a contrary view, and 6 (14%) remained uncertain. The social media platforms employed by these individuals encompassed LinkedIn (32), Indeed (1), Glassdoor (2), Kununu (3), and various other platforms (5).

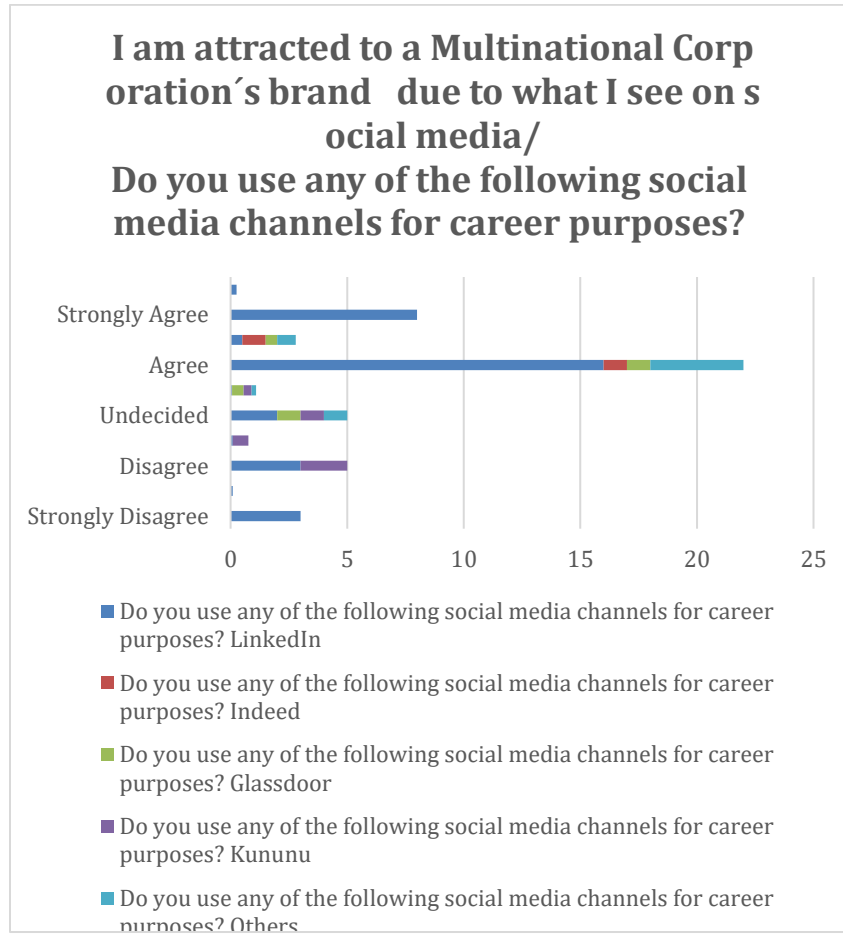
**4.2.2 HYPOTHESIS TWO:** *There is no significant relationship between social media reviews and a candidate's acceptance of a job offer.*

**Graph 5:**



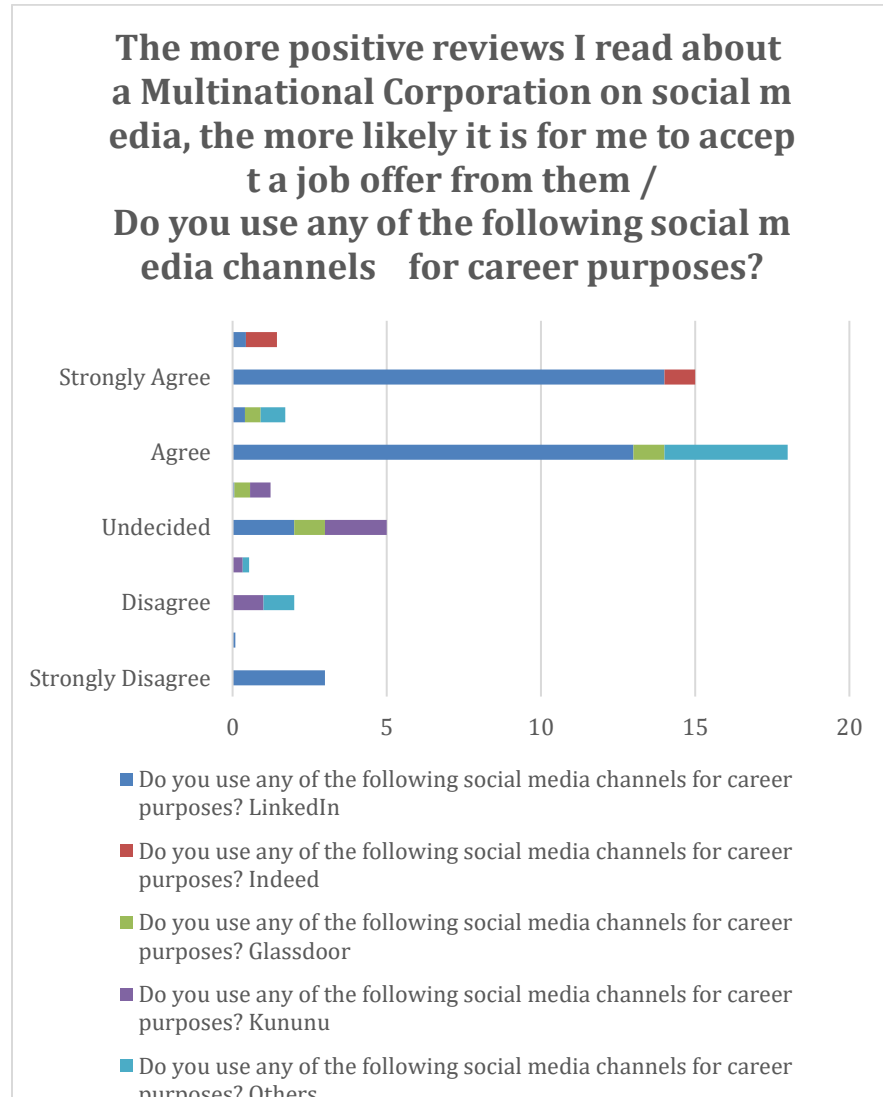
The findings revealed that respondents expressed support and appreciation for a multinational corporation on social media; 30 individuals (70%) of the 43 respondents surveyed (100%) agreed with this notion. In contrast, ten respondents (23%) disagreed, and 3 (7%) remained undecided. These respondents utilized various social media platforms, with LinkedIn (32) being the most prevalent, followed by more miniature representations on Indeed (1), Glassdoor (2), Kununu (3), and a few other platforms (5).

**Graph 6:**



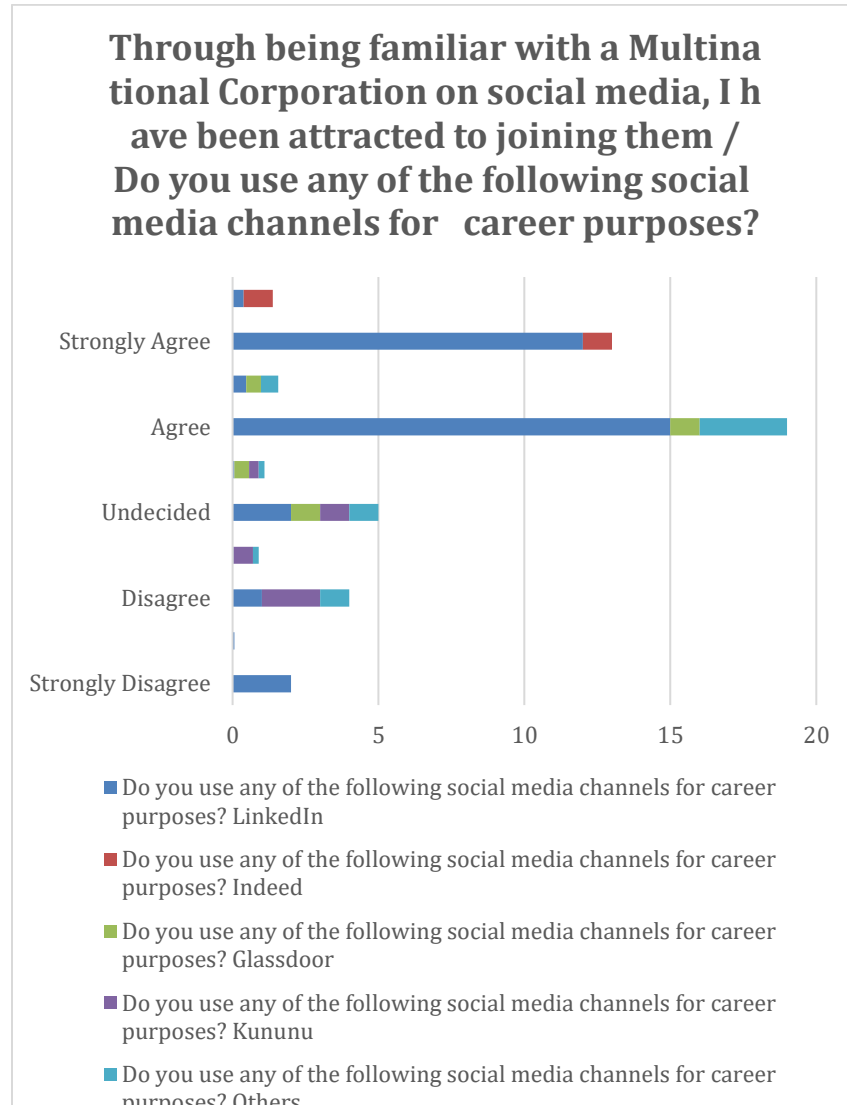
The findings unveiled that respondents are drawn to a company's brand based on what is presented on social media, a significant majority of 30 individuals (70%) among the 43 respondents surveyed (100%) concurred with this concept. In contrast, eight respondents (18%) expressed disagreement, and 5 (12%) remained undecided. These respondents were engaged across various social media platforms, with the majority is active on LinkedIn (32), complemented by smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and several other platforms (5).

**Graph 7:**



The findings brought to light how respondents react to positive reviews about a company on social media and how it influences their decision to accept a job offer from that company. Among the 43 respondents surveyed (100% of the sample), 28 individuals (76%) affirmed that they consider positive reviews when evaluating a job offer from the same company. In contrast, five respondents (12%) disagreed with this idea, and another 5 (12%) remained undecided. These respondents were active on various social media platforms, with the majority using LinkedIn (32), followed by smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and several other platforms (5).

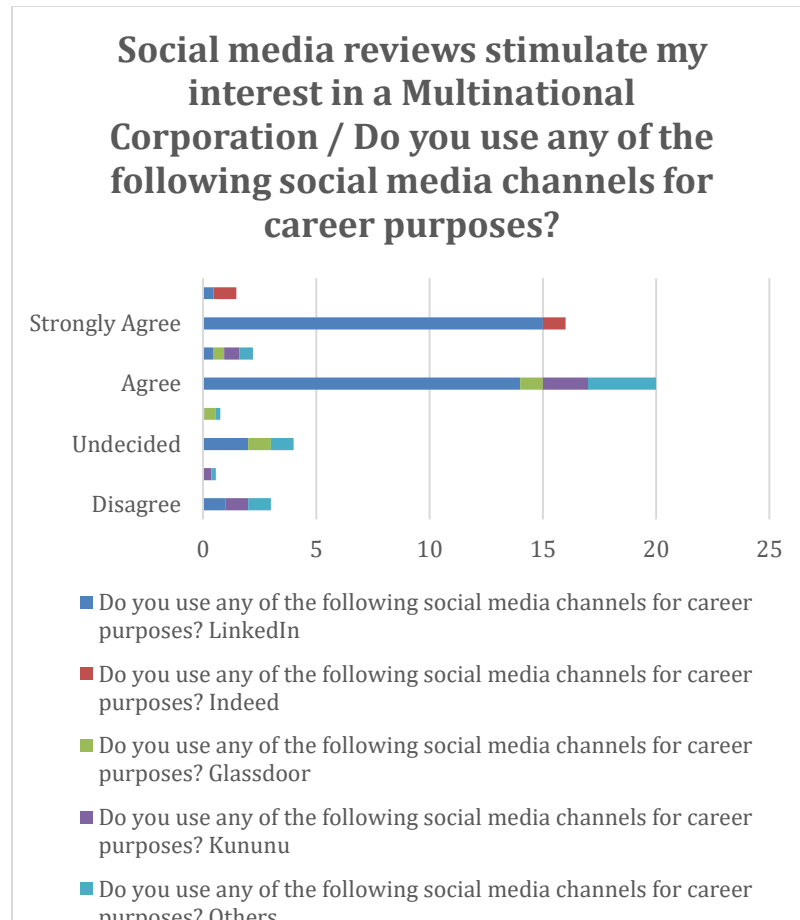
**Graph 8:**



The results indicated the extent to which respondents are drawn to joining a company they are acquainted with through social media. Among the 43 respondents included in the study (100% of the sample), 32 individuals (74%) agreed with this concept, while 6 (14%) disagreed, and 5 (12%) remained undecided. These respondents utilized a variety of social media platforms, with the predominant platform being LinkedIn (32), alongside smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and several other media (5).

**4.2.3 HYPOTHESIS THREE:** *There is no significant influence between social media and the decision to accept a job offer.*

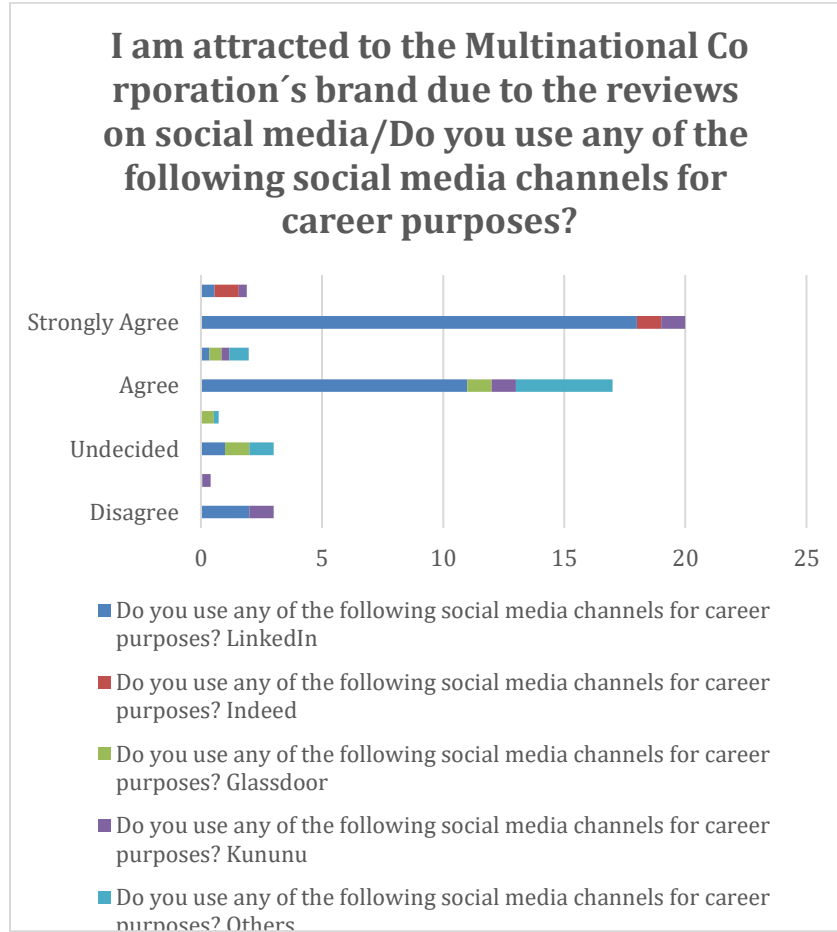
**Graph 9:**



The findings illuminated the role of social media reviews in igniting respondents' interest in a corporation. Among the 43 individuals who participated in the study (100% of the sample), a substantial majority of 36 participants (84%) affirmed that social media reviews stimulate their interest. In contrast, three respondents (7%) expressed disagreement with this idea, and 4 (9%) remained uncertain. These respondents utilized a variety of social media platforms, with LinkedIn (32) being the most widely used, accompanied by smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and a few other platforms (5).

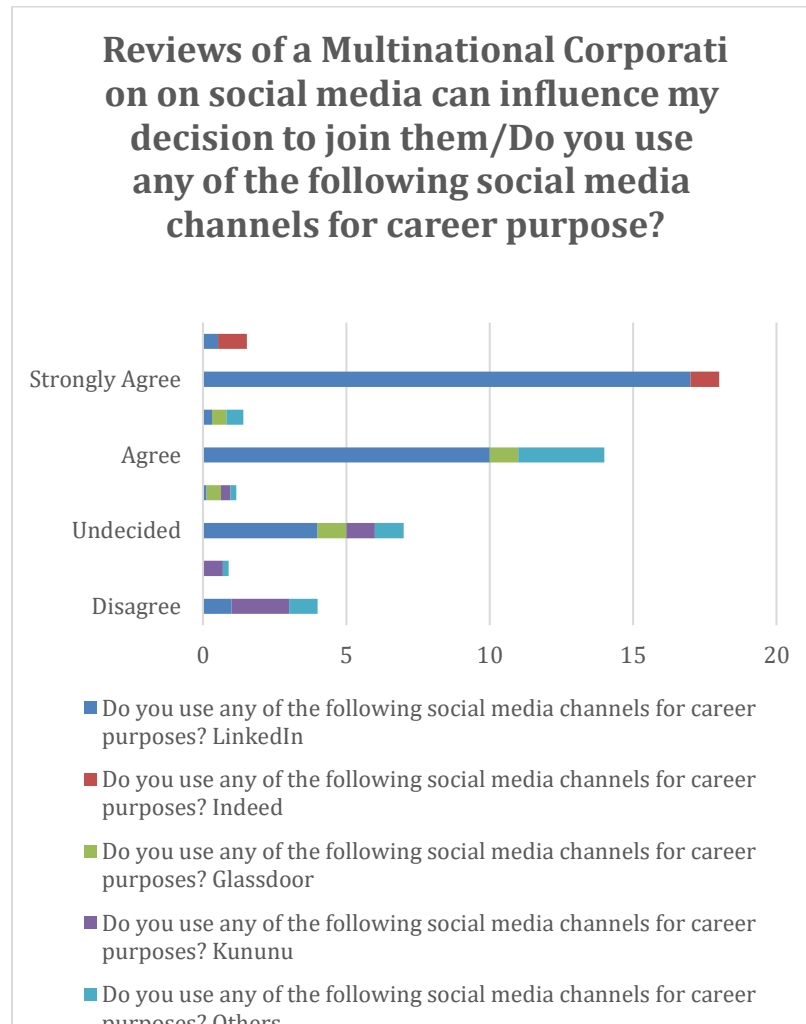


**Graph 10:**



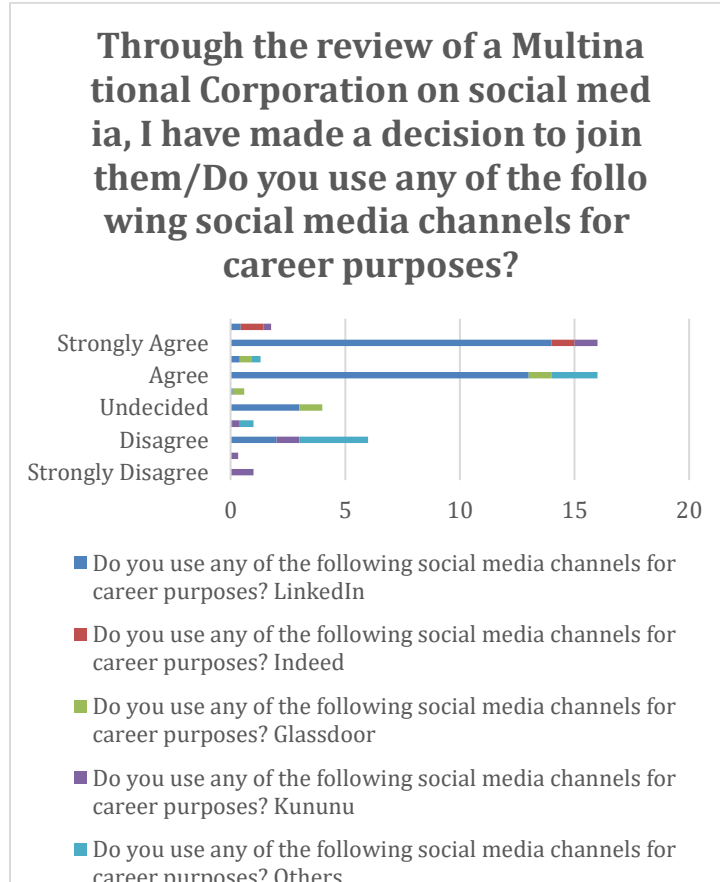
The findings unveiled how social media reviews influence a company's brand. Among the 43 respondents who participated in the study (100% of the sample), a substantial majority of 37 individuals (86%) confirmed that social media reviews play a role in attracting them to a company's brand. In contrast, three respondents (7%) expressed disagreement with this idea, and 3 (7%) remained uncertain. These respondents engaged with various social media platforms, with LinkedIn (32) being the most common, alongside smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and several other platforms (5).

**Graph 11:**



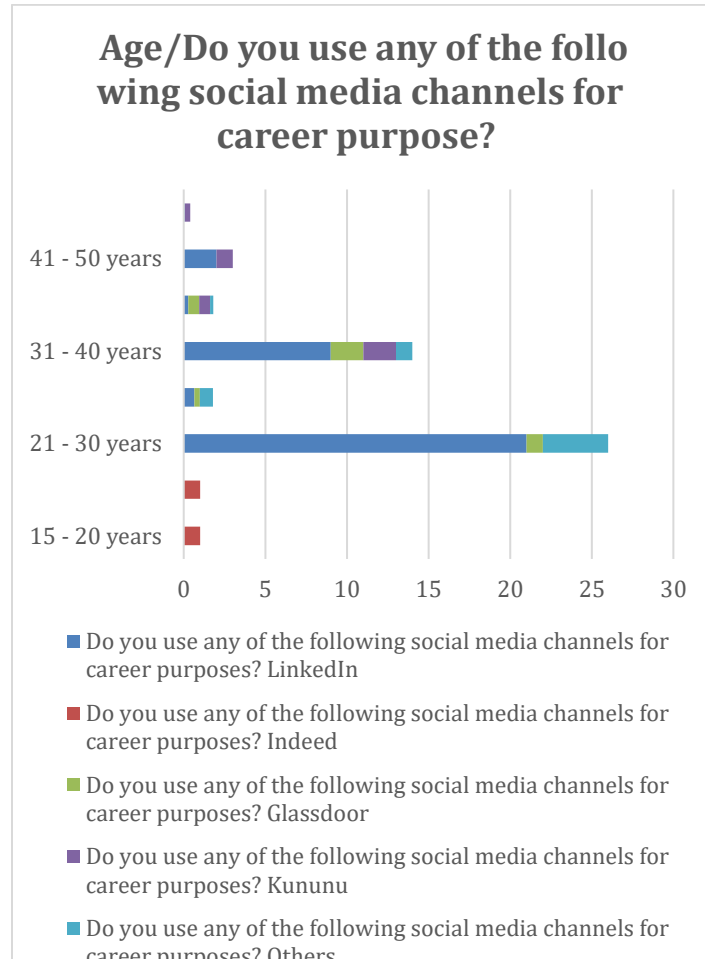
The findings demonstrate the impact of social media reviews on respondents' decisions regarding employment with a company. Among the 43 respondents who participated in the study (100% of the sample), a significant majority of 32 individuals (75%) concurred that social media reviews influence their job-related decisions concerning a company. Conversely, four respondents (9%) expressed disagreement with this idea, and 7 (16%) remained undecided. These respondents were active on various social media platforms, with LinkedIn (32) being the most prevalent, complemented by smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and various other platforms (5).

**Graph 12:**



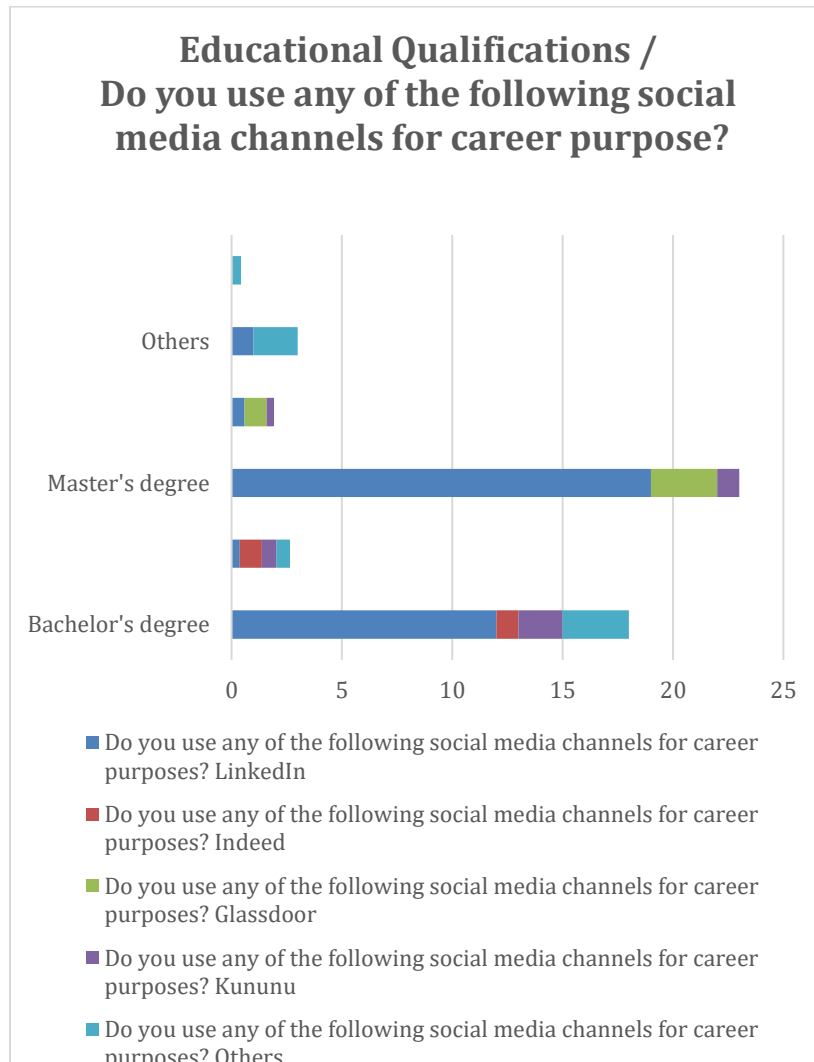
The results reflect the outcomes of utilizing company reviews on social media as a factor in joining a company. Among the 43 respondents who participated in the study (100% of the sample), a substantial majority of 32 individuals (74%) confirmed that they consider social media company reviews an influential factor in their decision to join a company. Conversely, seven respondents (16%) expressed disagreement with this notion, and 4 (10%) remained undecided. These respondents engaged in various social media platforms, with LinkedIn (32) being the most common, alongside smaller numbers on Indeed (1), Glassdoor (2), Kununu (3), and several other platforms (5).

**Graph 13:**



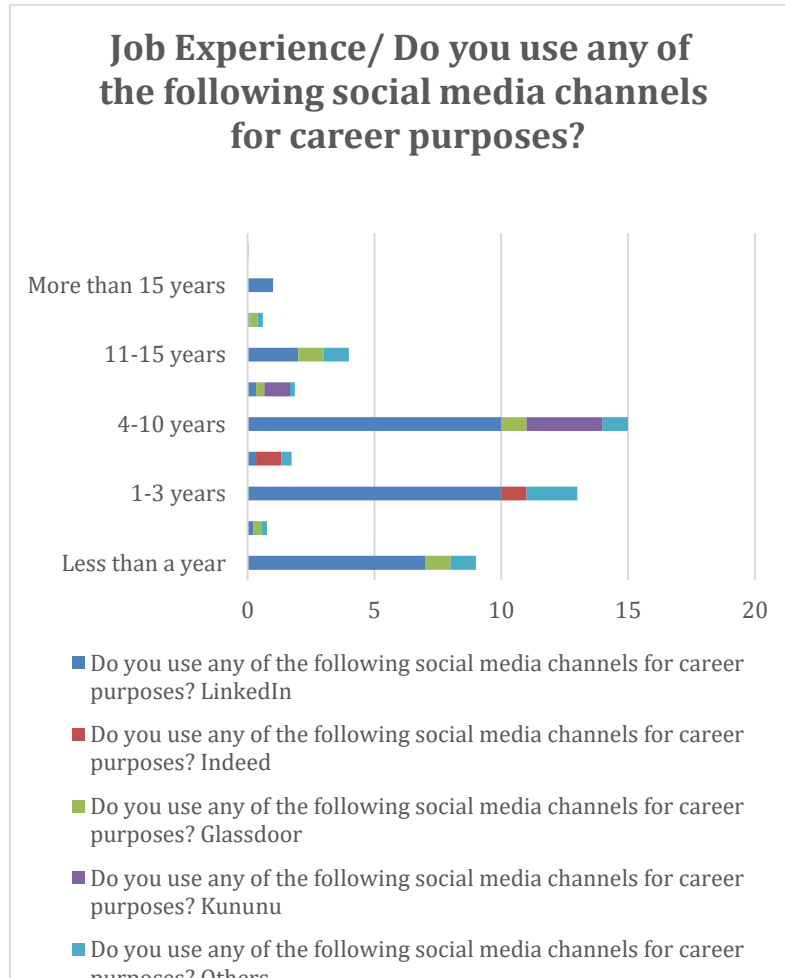
The graph illustrates the utilization of social media for career-related purposes within different age groups among the 43 respondents (100%). There was one user in the age bracket of 15-20 years, accounting for 2%. Within the 21-30 years group, there were 26 users, representing 59%. In the 31-40 age category, 14 users were found, making up 32%. The 41-50 age group had three users, constituting 7%. These social media users were distributed across various platforms, with LinkedIn (32) being the most prominent, followed by smaller numbers on Indeed (1), Glassdoor (3), Kununu (3), and several other platforms (5).

**Graph 14:**



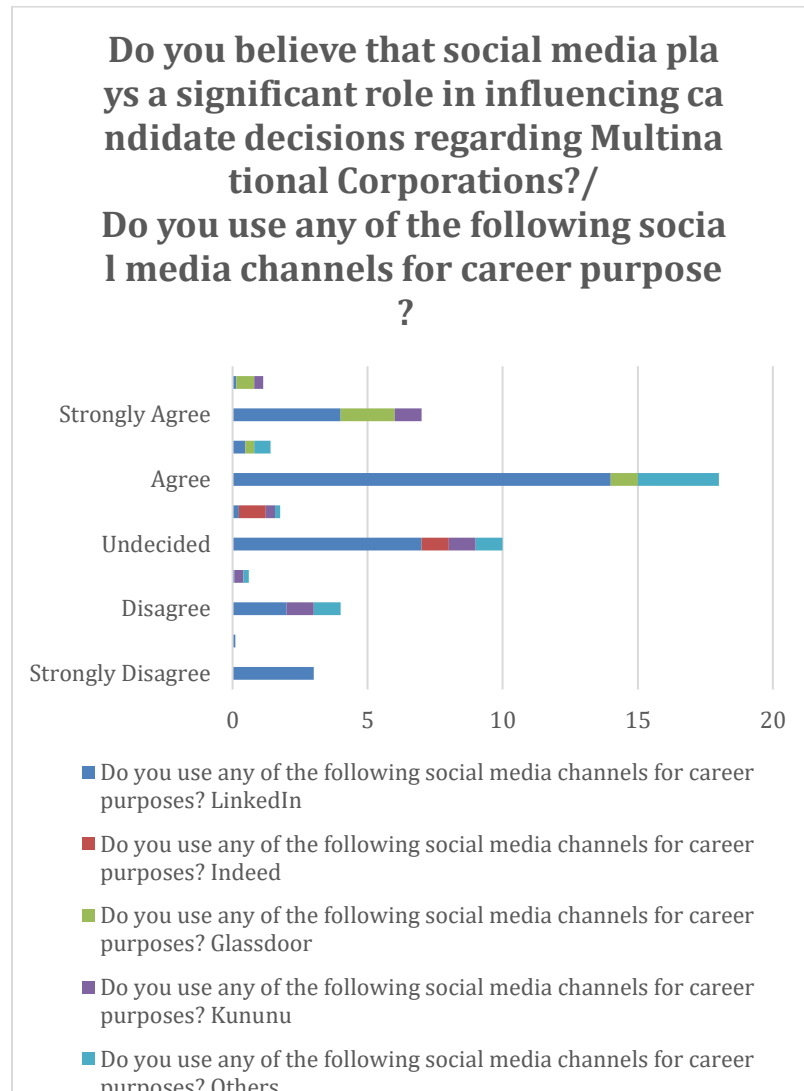
The graph provides an overview of the educational qualifications of respondents who utilize social media for career-related purposes among the 43 participants. Bachelor's degree holders comprise 18 respondents, accounting for 41%. Master's degree holders represent the majority, with 23 individuals constituting 52%. An additional three respondents (7%) hold other educational qualifications. These individuals were active on various social media platforms, with LinkedIn (32) being the most prominent, followed by smaller numbers on Indeed (1), Glassdoor (3), Kununu (3), and several other platforms (5).

**Graph 15:**



The data represents the job experience of respondents who employ social media for career-related purposes. Among them, 9 individuals (21%) had less than a year of experience, while 13 (31%) possessed 1-3 years of experience. Additionally, 15 individuals (36%) had 4-10 years of experience, 4 (10%) had 11-15 years of experience, and one respondent (2%) had over 15 years of experience. These respondents utilized various social media platforms, with LinkedIn (32) being the most prevalent, followed by smaller numbers on Indeed (1), Glassdoor (3), Kununu (3), and a few other platforms (5).

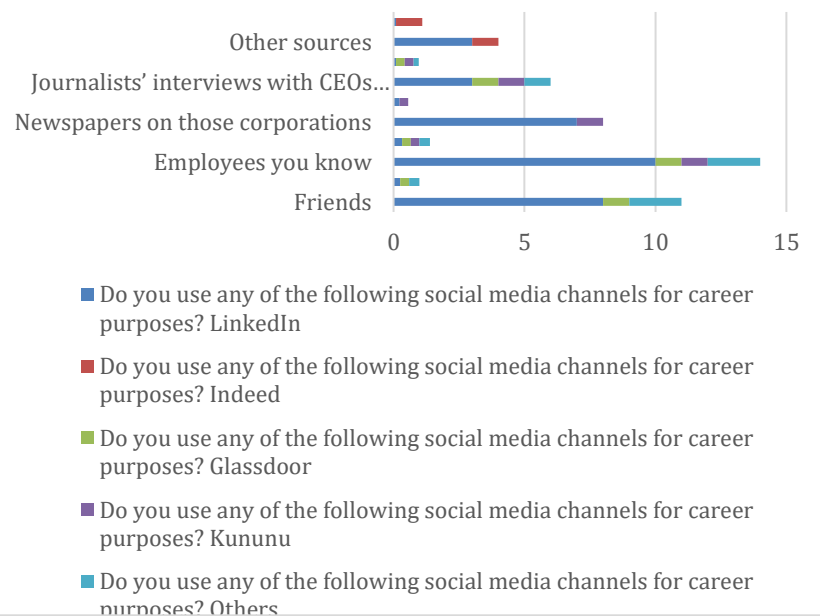
**Graph 16:**



The findings reveal the respondents' perspectives on the significant role played by social media in candidates' job decisions. Among the participants, 25 individuals (60%) agreed with this notion, while 7 (17%) disagreed, and 10 (24%) remained undecided. These respondents made use of various social media platforms, with LinkedIn (30) being the most common, accompanied by smaller numbers on Indeed (1), Glassdoor (3), Kununu (3), and several other platforms (5).

**Graph 17:**

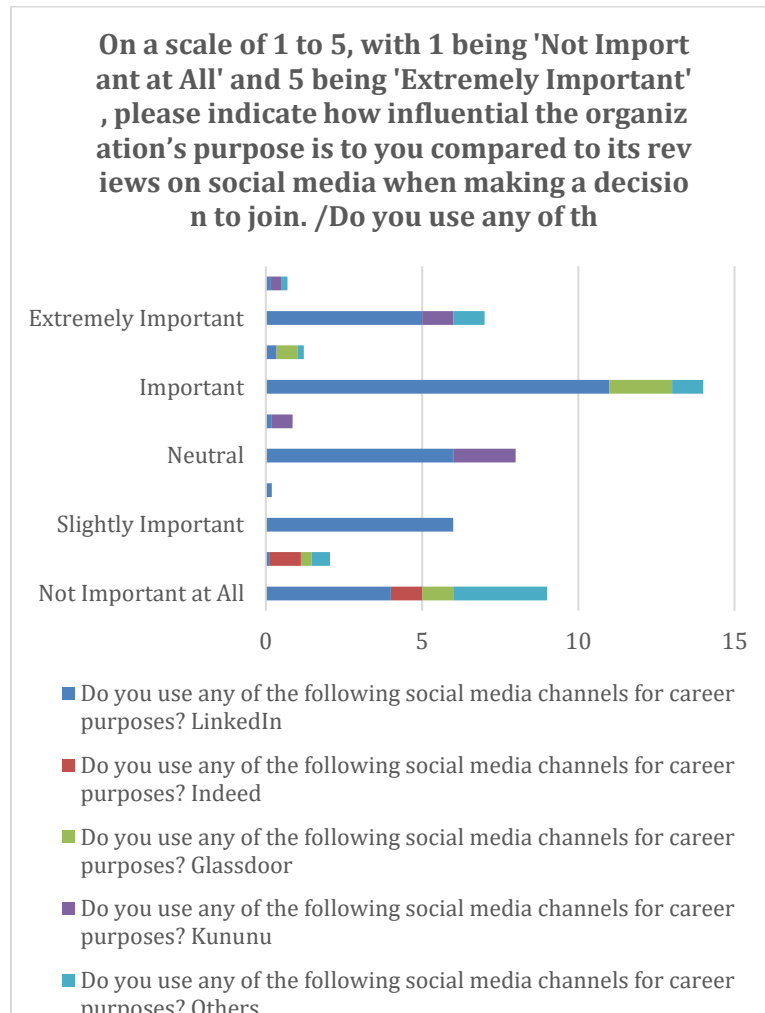
**Besides social media, which other sources do you prefer for gathering information about Multinational Corporations? Please select all that apply and provide a brief explanation of your preferences. Additionally, feel free to share any other sources not li**



The graph displays the various sources respondents rely on to acquire information about multinational corporations, aside from social media channels. "Employees you know" stands out with 14 respondents (33%), followed by "Friends" with 11 (27%), and "Newspapers on those corporations" with 8 (19%), others are journalists interviews with CEO 8 (14%) and other sources 4 (9%). These respondents also engaged with a variety of social media platforms, with LinkedIn (31) being the most prevalent, accompanied by smaller numbers on Indeed (1), Glassdoor (3), Kununu (3), and several other platforms (5).



**Graph 18:**



The findings indicate the frequency with which respondents consider an organization's purpose more influential than social media reviews. Among the 43 respondents surveyed (100% of the sample), 21 individuals (48%) expressed that a company's purpose was significant to them, while 15 (34%) considered it unimportant, and 8 (18%) remained neutral. These individuals were active across various social media platforms, with the majority using LinkedIn (32), followed by smaller numbers on Indeed (1), Glassdoor (3), Kununu (3), and several other platforms (5).

### 4.3 SUMMARY OF FINDINGS

Based on the above results, most respondents agreed with the research questions. It confirmed that social media substantially influences candidates' decisions across various social media networks investigated in this study. This affirmation validates the research questions and further establishes the significance of social media as an influential factor in shaping candidates' decisions. It is important to note that while social media plays a prominent role, other factors such as "Employees you know" and "Organization's purpose" (graphs 17 and 18) also hold influence, albeit at a lower level of importance, leading to an acceptance of alternate hypotheses.

According to Schneider's ASA model, individuals tend to gravitate towards and choose organizations that align well with their preferences during the job search. Utilizing social media can expedite the assessment of Person-Organization Fit (PO-Fit) and offer valuable insights to candidates in their decision-making process (Pantas et al., 2023; Jayesh and Tan, 2022; Bowen et al., 1991; Cable and Judge, 1996).

## CHAPTER FIVE

### 5.0. RECOMMENDATION, LIMITATIONS AND CONCLUSION

#### 5.1. INTRODUCTION

In this chapter, the research summary is highlighted, which provides the findings and conclusions of the study and proffers some recommendations for the research.

#### 5.2. RECOMMENDATION

With the submissions and findings, the study concludes that social media is vital in searching for, recruiting, and retaining top talents in multinational corporations. Hence, the researcher has the following recommendations:

##### **For Multinational Corporations:**

The following suggestions can help multinational corporations use social media to their advantage in attracting and retaining top talent that will help to actualize the company's objectives:

**1. Establish a Strong Social Media Presence:** Ensure a dynamic presence on the appropriate social media platforms your desired audience frequents. The survey findings indicate that many respondents prefer using LinkedIn for professional networking. Concentrating your efforts on platforms with broader user engagement can enhance your organization's reach and impact.

**2. Create engaging content:** Social media help to tell captivating and compelling stories that can attract and inform the intended audience; this can be done in a variety of formats, including blog posts, articles, videos, infographics, and even fun behind-the-scenes content, this will help to attract candidates to see the organization in a different light. While doing this, ensure that the branding, messaging, and imagery across is consistent on all fronts/platforms to create a cohesive employer brand.

**3. Highlight your company culture:** Understanding the company's culture is a top priority for many candidates when considering a job offer. Social media is invaluable for providing potential candidates with

a window into your organization's work environment. By sharing glimpses of your company's values, mission, and workplace culture through employee engagement activities and corporate events, you can convincingly showcase the diversity and inclusivity within your organization.

**4. Engage with candidates:** Engaging with your audience goes beyond sharing content to promote your organization. It entails actively interacting with candidates by promptly addressing their comments, questions, or inquiries. Additionally, participating in pertinent discussions demonstrates that your organization actively listens and responds to the concerns and needs of its audience.

**5. Leverage Employee Advocacy:** Encourage employees to share company updates and events on their social media profiles. A key finding indicates that candidates tend to place more trust in employee posts than in those of the organization itself, making this practice highly advantageous. Additionally, sharing success stories of employees who have excelled in their roles or advanced their careers within the company can be beneficial.

#### **For Recruiters:**

Recruiters can attract top talents to their organization by utilizing social media effectively in the following ways:

**1. Develop a Comprehensive Strategy:** Craft a well-thought-out social media recruitment strategy that aligns with your company's hiring goals and includes a content calendar.

**2. Engage in Active Networking and Paid Advertising:** Engage with professionals and potential candidates by participating in relevant groups and forums on social media platforms like LinkedIn, Indeed, etc., and make use of resources available on these platforms, such as paid advertising that can help to reach your targeted audience.

**3. Update Job Postings Regularly:** One of the advantages of social media is the access to up-to-date information, providing current data about job postings as well as clearly stating any changes for job requirements, benefits, and growth opportunities would arm an applicant that is interested in applying to be current with such important information.

**4. Mobile Optimization:** Nowadays, people want to be updated on the go, so they use mobile devices to access information. To ensure that the expected results on your social media recruitment efforts reach the right audience, ensure they are mobile-friendly, as many candidates use mobile devices for job searches.

**5. Use relevant hashtags:** Hashtags are a great way to get your content seen by more people. When you post on social media, use relevant hashtags your target candidates will be searching for. Use industry-specific and trending hashtags to increase the discoverability of your content.

#### **For Candidates:**

Candidates looking to apply for or accept a job offer from companies should conduct their due diligence on such organizations to make informed decisions; they include:

**1. Review the Company's Social Media Profiles:** Conduct thorough research by visiting the company's official social media profiles on active platforms like LinkedIn, Glassdoor, Indeed, and Kununu. Evaluate their content, posting frequency, and interactions with their audience.

**2. Examine Company Culture and Values:** Attention to the organization's social media posts and content. Do they effectively portray the company's culture, values, and workplace atmosphere? Do these aspects align with your personal values and professional preferences?

**3. Employee Reviews and Testimonials:** Navigate through job websites and note posts, stories, or reviews shared by present and past employees. Their personal experiences and candid testimonials can provide valuable, unbiased insights into the company's work culture, free from external influences or bias.

**4. Company News or Initiatives:** Keep an eye out for company announcements regarding significant events like product launches, accolades, partnerships, or major milestones, as these can signal the company's stability and growth. Additionally, look for posts related to company events, social responsibility initiatives, and community engagement, as a company actively involved in these activities may share values that resonate with your own.

5. **Seek Feedback and Trust Your Instincts:** Reach out to past and present employees in your professional network to gain insights into their experiences and understanding of the company. Use the information you gather to inform your decision about the company, trusting your instincts and gut feelings.

### 5.3. LIMITATIONS

This thesis has investigated the impact of social media on candidate acceptance decisions in multinational corporations. However, the study has several limitations, including:

1. **Time:** Due to time constraints, more robust research could not be carried out to fully unveil the advantages of utilizing social media for multinationals and job candidates.
2. **Sample size:** The study was conducted with a relatively small sample size of MNCs, limiting the generalizability of the findings.
3. **Data collection:** The study relied on self-reported data from candidates, which may be subject to bias.
4. **Focus on MNCs:** The study focused on MNCs, and the findings may need to be more generalizable to other types of organizations.
5. **Social media platforms:** The study focused on a limited number of social media platforms, and it is possible that other platforms needed to be adequately represented.
6. **Industry:** While this study focused on the impact of social media job decisions in MNCs, it didn't entirely focus on which industry, as the selected MNCs cut across various industries.

Future research should address these limitations by conducting studies with larger sample sizes, using more objective data collection methods, using longitudinal research designs, and investigating the impact of social media on candidate acceptance decisions in a variety of organizational settings on different social media platforms, and across other candidate and employer demographics.

#### **5.4. Conclusion**

The impact of social media on candidate job acceptance decisions is a complex and multifaceted issue. It is a topic that offers great promise for its individual or corporate users. It can provide candidates with valuable information about potential employers, help them stand out from the competition, connect them with other professionals in their field, and offer them access to helpful information about potential employers, learning about their organizational culture, values, and mission. They can also use social media to connect with current and former employees and get their insights on working for the company. For MNCs, social media serves as an avenue to showcase your organization's brand and offer to talents and the public.

To maximize the impact of social media on their job search, candidates should create a solid online presence that showcases their skills and experience, network with other professionals, build relationships with potential mentors while being mindful of what they post online, and review their social media privacy settings. They should also be aware that employers may be using social media to screen them and take steps to protect their privacy and ensure that their online presence is professional.

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## **Appendix I: Questionnaire**

**Instructions: Please answer by ticking the appropriate answer. Kindly read through the following statement and use the scale below as your guide: Please select the option that best captures your opinion.**

### **1. Social media can influence my perception of a Multinational Corporation**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Agree (5) Strongly agree

### **2. Reading about a Multinational Corporation on social media is persuasive**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree (5) Agree

### **3. Social media can influence whether I apply to a Multinational Corporation or accept an offer from them.**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree (5) Agree

### **4. An employee talking about a Multinational Corporation, their services, or offer is more trustworthy or believable**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree (5) Agree

### **5. When I express my support for a Multinational Corporation on social media, I am also expressing my genuine appreciation for the organization.**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree (5) Agree

**6. I am attracted to a Multinational Corporation brand due to what I see on social media**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree  
(5) Agree

**7. The more positive reviews I read about a Multinational corporation's social media, the more likely it is for me to accept a job offer from them**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree  
(5) Agree

**8. Through being familiar with a Multinational Corporation on social media, I have been attracted to joining them**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree  
(5) Agree

**9. Social media reviews stimulate my interest in a Multinational Corporation**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree  
(5) Agree

**10. I am attracted to the multinational corporation's brand due to the reviews on social media**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree  
(5) Agree

**11. Reviews of a Multinational Corporation on social media can influence my decision to join them**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree  
(5) Agree

**12. Through the review of a Multinational Corporation on social media, I have made a decision to join them**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree (5) Agree

**This consists of questions regarding your data. Please answer the following questions:**

**13. Age**

Choose one of the following answers: (1) 15 - 20 years (2) 21 - 30 years (3) 31 - 40 years (4) 41 - 50 years (5) 51 and above (6) No answer

**14. Educational Qualifications**

Choose one of the following answers: (1) No degree (2) Bachelor's degree (3) Master's degree (4) Ph.D. d (5) Others (6) No answer

**15. Job Experience**

Choose one of the following answers: (1) Less than a year (2) 1-3 years (3) 4-10 years (4) 11-15 years (5) More than 15 years (6) No answer

**16. Have you applied to, worked for, or currently working for?**

Please choose one of the following answers: (1) Delivery Hero (2) SAP (3) Siemens AG (4) Others

**17. Do you use any of the following social media channels for career purposes?**

Choose one of the following answers: (1) LinkedIn (2) Indeed (3) Glassdoor (4) Kununu (5) Others (6) No answer.



**18. Do you believe that social media plays a significant role in influencing candidate decisions regarding Multinational Corporations?**

Choose one of the following answers: (1) Strongly disagree (2) Disagree (3) Undecided (4) Strongly agree (5) Agree

**19. Do you believe that social media plays a significant role in influencing candidate decisions regarding Multinational Corporations? Besides social media, which other sources do you prefer for gathering information about Multinational Corporations? Please select all that apply and provide a brief explanation of your preferences. Additionally, feel free to share any other sources not listed here in the space provided.**

(1) Friends (2) Employees you know (3) Newspapers on those corporations (4) Journalists' interviews with CEOs and other employees (5) Other sources (please specify): \_\_\_\_\_ Explanation for Preferences (Optional): [Text Box] Additional Comment: [Text Box]

**20. Choose one of the following answers: On a scale of 1 to 5, with 1 being 'Not Important at All' and 5 being 'Extremely Important', please indicate how influential the organization's purpose is to you compared to its reviews on social media when making a decision to join.**

Choose one of the following answers: (1) Not Important at All (2) Slightly Important (3) Neutral (4) Important (5) Extremely Important

## Appendix II: SPSS Syntax

```
DATASET ACTIVATE DataSet1.
```

```
FREQUENCIES VARIABLES=Q1_SocialMediaPerception Q2_SocialMediaInfluence Q3_SocialMediaInfluence  
Q4_EmployeeTrustworthiness Q5_SocialMediaSupport Q6_BrandAttraction  
Q7_CompanyPositiveReviews  
Q8_SocialMediaAttraction Q9_ReviewsStimulation Q10_BrandReviews Q11_ReviewsInfluence  
Q12_ReviewsDecision Q13_Age Q14_Education Q15_Job Q16_WorkedFor Q17_SocialMediaChannels  
Q18_SignificantRole Q19_OtherSources Q20_ScaleInfluence  
/ORDER=ANALYSIS.
```

```
RECODE Q1_SocialMediaPerception (1 thru 3=1) (4 thru 5=2) INTO Social_Media_Influence_1Recoded.
```

```
EXECUTE.
```

```
RECODE Q1_SocialMediaPerception (1=1) (2=1) (3=1) (4=2) (5=2) INTO Social_Media_Influence_1.
```

```
VARIABLE LABELS Social_Media_Influence_1 'Social MediaInfluence 1'.
```

```
EXECUTE.
```

**Appendix III: Original Variables and Crosstabulation**

**Social media can influence my perception of a Multinational Corporation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	11.5	12.5	12.5
	Disagree	2	3.8	4.2	16.7
	Undecided	3	5.8	6.3	22.9
	Agree	22	42.3	45.8	68.8
	Strongly Agree	15	28.8	31.3	100.0
	Total	48	92.3	100.0	
Missing	System	4	7.7		
	Total	52	100.0		

**Reading about a Multinational Corporation on social media is persuasive**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.8	4.2	4.2
	Disagree	1	1.9	2.1	6.3
	Undecided	3	5.8	6.3	12.5
	Agree	23	44.2	47.9	60.4
	Strongly Agree	19	36.5	39.6	100.0
	Total	48	92.3	100.0	
Missing	System	4	7.7		
	Total	52	100.0		

**Social media can influence whether I apply to a Multinational Corporation or accept an offer from them**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	9.6	10.2	10.2
	Disagree	5	9.6	10.2	20.4
	Undecided	7	13.5	14.3	34.7
	Agree	21	40.4	42.9	77.6
	Strongly Agree	11	21.2	22.4	100.0
	Total	49	94.2	100.0	
Missing	System	3	5.8		
	Total	52	100.0		

**An employee talking about a Multinational Corporation, their services, or offer is more trustworthy or believable**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	6.3	6.3
	Disagree	2	3.8	4.2	10.4
	Undecided	6	11.5	12.5	22.9
	Agree	23	44.2	47.9	70.8
	Strongly Agree	14	26.9	29.2	100.0
	Total	48	92.3	100.0	
Missing	System	4	7.7		
	Total	52	100.0		

**When I express my support for a Multinational Corporation on social media, I am also expressing my genuine appreciation for the organization.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.8	4.4	4.4
	Disagree	8	15.4	17.8	22.2
	Undecided	3	5.8	6.7	28.9
	Agree	21	40.4	46.7	75.6
	Strongly Agree	11	21.2	24.4	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**I am attracted to a Multinational Corporation's brand due to what I see on social media**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	6.7	6.7
	Disagree	5	9.6	11.1	17.8
	Undecided	5	9.6	11.1	28.9
	Agree	24	46.2	53.3	82.2
	Strongly Agree	8	15.4	17.8	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**The more positive reviews I read about a Multinational Corporation on social media, the more likely it is for me to accept a job offer from them**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	5.8	6.7	6.7
	Disagree	2	3.8	4.4	11.1
	Undecided	5	9.6	11.1	22.2
	Agree	19	36.5	42.2	64.4
	Strongly Agree	16	30.8	35.6	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**Through being familiar with a Multinational Corporation on social media, I have been attracted to joining them**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.8	4.4	4.4
	Disagree	4	7.7	8.9	13.3
	Undecided	5	9.6	11.1	24.4
	Agree	20	38.5	44.4	68.9
	Strongly Agree	14	26.9	31.1	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**Social media reviews stimulate my interest in a Multinational Corporation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	5.8	6.7	6.7
	Undecided	4	7.7	8.9	15.6
	Agree	21	40.4	46.7	62.2
	Strongly Agree	17	32.7	37.8	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**I am attracted to the Multinational Corporation's brand due to the reviews on social media**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	5.8	6.7	6.7
	Undecided	3	5.8	6.7	13.3
	Agree	19	36.5	42.2	55.6
	Strongly Agree	20	38.5	44.4	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**Reviews of a Multinational Corporation on social media can influence my decision to join them**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	7.7	8.9	8.9
	Undecided	7	13.5	15.6	24.4
	Agree	15	28.8	33.3	57.8
	Strongly Agree	19	36.5	42.2	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**Through the review of a Multinational Corporation on social media, I have made a decision to join them**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.9	2.2	2.2
	Disagree	6	11.5	13.3	15.6
	Undecided	4	7.7	8.9	24.4
	Agree	17	32.7	37.8	62.2
	Strongly Agree	17	32.7	37.8	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15 - 20 years	1	1.9	2.2	2.2
	21 - 30 years	26	50.0	56.5	58.7
	31 - 40 years	16	30.8	34.8	93.5
	41 - 50 years	3	5.8	6.5	100.0
	Total	46	88.5	100.0	
Missing	System	6	11.5		
Total		52	100.0		

**Educational Qualifications**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's degree	19	36.5	42.2	42.2
	Master's degree	23	44.2	51.1	93.3
	Others	3	5.8	6.7	100.0
	Total	45	86.5	100.0	
Missing	System	7	13.5		
Total		52	100.0		

**Job Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	9	17.3	20.5	20.5
	1-3 years	13	25.0	29.5	50.0
	4-10 years	17	32.7	38.6	88.6
	11-15 years	4	7.7	9.1	97.7
	More than 15 years	1	1.9	2.3	100.0
	Total	44	84.6	100.0	
Missing	System	8	15.4		
Total		52	100.0		

**Have you applied to, worked for, or currently working for?  
(Please choose one of the following answers)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Delivery Hero	20	38.5	60.6	60.6
	SAP	4	7.7	12.1	72.7
	Siemens AG	9	17.3	27.3	100.0
	Total	33	63.5	100.0	
Missing	System	19	36.5		
Total		52	100.0		

**Do you use any of the following social media channels for  
career purposes?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LinkedIn	32	61.5	72.7	72.7
	Indeed	1	1.9	2.3	75.0
	Glassdoor	3	5.8	6.8	81.8
	Kununu	3	5.8	6.8	88.6
	Others	5	9.6	11.4	100.0
	Total	44	84.6	100.0	
Missing	System	8	15.4		
Total		52	100.0		

**Do you believe that social media plays a significant role in  
influencing candidate decisions regarding Multinational  
Corporations?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	7.7	8.2	8.2
	Disagree	5	9.6	10.2	18.4
	Undecided	12	23.1	24.5	42.9
	Agree	20	38.5	40.8	83.7
	Strongly Agree	8	15.4	16.3	100.0
	Total	49	94.2	100.0	
Missing	System	3	5.8		
Total		52	100.0		

**Besides social media, which other sources do you prefer for gathering information about Multinational Corporations? Please select all that apply and provide a brief explanation of your preferences. Additionally, feel free to share any other sources not li**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Friends	12	23.1	24.0	24.0
	Employees you know	16	30.8	32.0	56.0
	Newspapers on those corporations	9	17.3	18.0	74.0
	Journalists' interviews with CEOs and other employees	8	15.4	16.0	90.0
	Other sources	5	9.6	10.0	100.0
	Total	50	96.2	100.0	
Missing	System	2	3.8		
Total		52	100.0		

**On a scale of 1 to 5, with 1 being 'Not Important at All' and 5 being 'Extremely Important', please indicate how influential the organization's purpose is to you compared to its reviews on social media when making a decision to join.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Important at All	10	19.2	19.6	19.6
	Slightly Important	8	15.4	15.7	35.3
	Neutral	11	21.2	21.6	56.9
	Important	14	26.9	27.5	84.3
	Extremely Important	8	15.4	15.7	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

**Hypothesis One:** There is no significant relationship between social media and a candidate's perception of a German tech company.

**Crosstab**

			Do you use any of the following social media channels for career purposes?					
			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Social media can influence my perception of a Multinational Corporation	Strongly Disagree	Count	3	0	0	0	1	4
		% within Do you use any of the following social media channels for career purposes?	9.4%	0.0%	0.0%	0.0%	20.0%	9.3%
	Disagree	Count	0	0	0	2	0	2
		% within Do you use any of the following social media channels for career purposes?	0.0%	0.0%	0.0%	66.7%	0.0%	4.7%
	Undecided	Count	1	0	1	1	0	3
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	50.0%	33.3%	0.0%	7.0%
	Agree	Count	15	1	1	0	4	21
		% within Do you use any of the following social media channels for career purposes?	46.9%	100.0%	50.0%	0.0%	80.0%	48.8%
	Strongly Agree	Count	13	0	0	0	0	13
		% within Do you use any of the following social media channels for career purposes?	40.6%	0.0%	0.0%	0.0%	0.0%	30.2%
	Total	Count	32	1	2	3	5	43
		% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



**Crosstab**

Do you use any of the following social media channels for career purposes?

			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Reading about a Multinational Corporation on social media is persuasive	Strongly Disagree	Count	1	0	0	0	0	1
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	0.0%	0.0%	0.0%	2.3%
	Disagree	Count	0	0	0	1	0	1
		% within Do you use any of the following social media channels for career purposes?	0.0%	0.0%	0.0%	33.3%	0.0%	2.3%
	Undecided	Count	2	0	1	0	0	3
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	50.0%	0.0%	0.0%	7.0%
	Agree	Count	15	1	1	1	4	22
		% within Do you use any of the following social media channels for career purposes?	46.9%	100.0%	50.0%	33.3%	80.0%	51.2%
	Strongly Agree	Count	14	0	0	1	1	16
		% within Do you use any of the following social media channels for career purposes?	43.8%	0.0%	0.0%	33.3%	20.0%	37.2%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

Do you use any of the following social media channels for career purposes?

			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Social media can influence whether I apply to a Multinational Corporation or accept an offer from them	Strongly Disagree	Count	1	0	0	0	1	2
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	0.0%	0.0%	20.0%	4.7%
	Disagree	Count	2	0	0	1	2	5
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	0.0%	33.3%	40.0%	11.6%
	Undecided	Count	5	0	1	1	0	7
		% within Do you use any of the following social media channels for career purposes?	15.6%	0.0%	50.0%	33.3%	0.0%	16.3%
	Agree	Count	14	1	1	1	2	19
		% within Do you use any of the following social media channels for career purposes?	43.8%	100.0%	50.0%	33.3%	40.0%	44.2%
	Strongly Agree	Count	10	0	0	0	0	10
		% within Do you use any of the following social media channels for career purposes?	31.3%	0.0%	0.0%	0.0%	0.0%	23.3%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

Do you use any of the following social media channels for career purposes?

			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
An employee talking about a Multinational Corporation, their services, or offer is more trustworthy or believable	Strongly Disagree	Count	2	0	0	0	0	2
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	0.0%	0.0%	0.0%	4.7%
	Disagree	Count	1	0	0	1	0	2
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	0.0%	33.3%	0.0%	4.7%
	Undecided	Count	4	0	1	0	1	6
		% within Do you use any of the following social media channels for career purposes?	12.5%	0.0%	50.0%	0.0%	20.0%	14.0%
	Agree	Count	14	1	1	1	3	20
		% within Do you use any of the following social media channels for career purposes?	43.8%	100.0%	50.0%	33.3%	60.0%	46.5%
	Strongly Agree	Count	11	0	0	1	1	13
		% within Do you use any of the following social media channels for career purposes?	34.4%	0.0%	0.0%	33.3%	20.0%	30.2%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**HYPOTHESIS TWO:** There is no significant relationship between social media reviews and a candidate's acceptance of a job offer.

**Crosstab**

			Do you use any of the following social media channels for career purposes?					Total
			LinkedIn	Indeed	Glassdoor	Kununu	Others	
When I express my support for a Multinational Corporation on social media, I am also expressing my genuine appreciation for the organization.	Strongly Disagree	Count	2	0	0	0	0	2
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	0.0%	0.0%	0.0%	4.7%
	Disagree	Count	6	0	0	1	1	8
		% within Do you use any of the following social media channels for career purposes?	18.8%	0.0%	0.0%	33.3%	20.0%	18.6%
	Undecided	Count	1	0	1	1	0	3
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	50.0%	33.3%	0.0%	7.0%
	Agree	Count	12	1	1	1	4	19
		% within Do you use any of the following social media channels for career purposes?	37.5%	100.0%	50.0%	33.3%	80.0%	44.2%
	Strongly Agree	Count	11	0	0	0	0	11
		% within Do you use any of the following social media channels for career purposes?	34.4%	0.0%	0.0%	0.0%	0.0%	25.6%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

			Do you use any of the following social media channels for career purposes?					Total
			LinkedIn	Indeed	Glassdoor	Kununu	Others	
I am attracted to a Multinational Corporation's brand due to what I see on social media	Strongly Disagree	Count	3	0	0	0	0	3
		% within Do you use any of the following social media channels for career purposes?	9.4%	0.0%	0.0%	0.0%	0.0%	7.0%
	Disagree	Count	3	0	0	2	0	5
		% within Do you use any of the following social media channels for career purposes?	9.4%	0.0%	0.0%	66.7%	0.0%	11.6%
	Undecided	Count	2	0	1	1	1	5
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	50.0%	33.3%	20.0%	11.6%
	Agree	Count	16	1	1	0	4	22
		% within Do you use any of the following social media channels for career purposes?	50.0%	100.0%	50.0%	0.0%	80.0%	51.2%
	Strongly Agree	Count	8	0	0	0	0	8
		% within Do you use any of the following social media channels for career purposes?	25.0%	0.0%	0.0%	0.0%	0.0%	18.6%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

Do you use any of the following social media channels for career purposes?

			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
The more positive reviews I read about a Multinational Corporation on social media, the more likely it is for me to accept a job offer from them	Strongly Disagree	Count	3	0	0	0	0	3
		% within Do you use any of the following social media channels for career purposes?	9.4%	0.0%	0.0%	0.0%	0.0%	7.0%
	Disagree	Count	0	0	0	1	1	2
		% within Do you use any of the following social media channels for career purposes?	0.0%	0.0%	0.0%	33.3%	20.0%	4.7%
	Undecided	Count	2	0	1	2	0	5
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	50.0%	66.7%	0.0%	11.6%
	Agree	Count	13	0	1	0	4	18
		% within Do you use any of the following social media channels for career purposes?	40.6%	0.0%	50.0%	0.0%	80.0%	41.9%
	Strongly Agree	Count	14	1	0	0	0	15
		% within Do you use any of the following social media channels for career purposes?	43.8%	100.0%	0.0%	0.0%	0.0%	34.9%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

Do you use any of the following social media channels for career purposes?

			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Through being familiar with a Multinational Corporation on social media, I have been attracted to joining them	Strongly Disagree	Count	2	0	0	0	0	2
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	0.0%	0.0%	0.0%	4.7%
	Disagree	Count	1	0	0	2	1	4
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	0.0%	66.7%	20.0%	9.3%
	Undecided	Count	2	0	1	1	1	5
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	50.0%	33.3%	20.0%	11.6%
	Agree	Count	15	0	1	0	3	19
		% within Do you use any of the following social media channels for career purposes?	46.9%	0.0%	50.0%	0.0%	60.0%	44.2%
	Strongly Agree	Count	12	1	0	0	0	13
		% within Do you use any of the following social media channels for career purposes?	37.5%	100.0%	0.0%	0.0%	0.0%	30.2%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**HYPOTHESIS THREE:** There is no significant influence between social media and the decision to accept a job offer.

**Crosstab**

			Do you use any of the following social media channels for career purposes?					
			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Social media reviews stimulate my interest in a Multinational Corporation	Disagree	Count	1	0	0	1	1	3
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	0.0%	33.3%	20.0%	7.0%
	Undecided	Count	2	0	1	0	1	4
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	50.0%	0.0%	20.0%	9.3%
Agree	Count	14	0	1	2	3	20	
	% within Do you use any of the following social media channels for career purposes?	43.8%	0.0%	50.0%	66.7%	60.0%	46.5%	
Strongly Agree	Count	15	1	0	0	0	16	
	% within Do you use any of the following social media channels for career purposes?	46.9%	100.0%	0.0%	0.0%	0.0%	37.2%	
<b>Total</b>		Count	32	1	2	3	5	43
		% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Crosstab**

			Do you use any of the following social media channels for career purposes?					
			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
I am attracted to the Multinational Corporation's brand due to the reviews on social media	Disagree	Count	2	0	0	1	0	3
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	0.0%	33.3%	0.0%	7.0%
	Undecided	Count	1	0	1	0	1	3
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	50.0%	0.0%	20.0%	7.0%
Agree	Count	11	0	1	1	4	17	
	% within Do you use any of the following social media channels for career purposes?	34.4%	0.0%	50.0%	33.3%	80.0%	39.5%	
Strongly Agree	Count	18	1	0	1	0	20	
	% within Do you use any of the following social media channels for career purposes?	56.3%	100.0%	0.0%	33.3%	0.0%	46.5%	
<b>Total</b>		Count	32	1	2	3	5	43
		% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Crosstab**

Do you use any of the following social media channels for career purposes?

			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Reviews of a Multinational Corporation on social media can influence my decision to join them	Disagree	Count	1	0	0	2	1	4
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	0.0%	66.7%	20.0%	9.3%
	Undecided	Count	4	0	1	1	1	7
		% within Do you use any of the following social media channels for career purposes?	12.5%	0.0%	50.0%	33.3%	20.0%	16.3%
	Agree	Count	10	0	1	0	3	14
		% within Do you use any of the following social media channels for career purposes?	31.3%	0.0%	50.0%	0.0%	60.0%	32.6%
	Strongly Agree	Count	17	1	0	0	0	18
		% within Do you use any of the following social media channels for career purposes?	53.1%	100.0%	0.0%	0.0%	0.0%	41.9%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

Do you use any of the following social media channels for career purposes?

			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Through the review of a Multinational Corporation on social media, I have made a decision to join them	Strongly Disagree	Count	0	0	0	1	0	1
		% within Do you use any of the following social media channels for career purposes?	0.0%	0.0%	0.0%	33.3%	0.0%	2.3%
	Disagree	Count	2	0	0	1	3	6
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	0.0%	33.3%	60.0%	14.0%
	Undecided	Count	3	0	1	0	0	4
		% within Do you use any of the following social media channels for career purposes?	9.4%	0.0%	50.0%	0.0%	0.0%	9.3%
	Agree	Count	13	0	1	0	2	16
		% within Do you use any of the following social media channels for career purposes?	40.6%	0.0%	50.0%	0.0%	40.0%	37.2%
	Strongly Agree	Count	14	1	0	1	0	16
		% within Do you use any of the following social media channels for career purposes?	43.8%	100.0%	0.0%	33.3%	0.0%	37.2%
Total	Count	32	1	2	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

			Do you use any of the following social media channels for career purposes?					
			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Age	15 – 20 years	Count	0	1	0	0	0	1
		% within Do you use any of the following social media channels for career purposes?	0.0%	100.0%	0.0%	0.0%	0.0%	2.3%
	21 – 30 years	Count	21	0	1	0	4	26
		% within Do you use any of the following social media channels for career purposes?	65.6%	0.0%	33.3%	0.0%	80.0%	59.1%
	31 – 40 years	Count	9	0	2	2	1	14
		% within Do you use any of the following social media channels for career purposes?	28.1%	0.0%	66.7%	66.7%	20.0%	31.8%
	41 – 50 years	Count	2	0	0	1	0	3
		% within Do you use any of the following social media channels for career purposes?	6.3%	0.0%	0.0%	33.3%	0.0%	6.8%
Total		Count	32	1	3	3	5	44
		% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Crosstab**

			Do you use any of the following social media channels for career purposes?					
			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Educational Qualifications	Bachelor's degree	Count	12	1	0	2	3	18
		% within Do you use any of the following social media channels for career purposes?	37.5%	100.0%	0.0%	66.7%	60.0%	40.9%
	Master's degree	Count	19	0	3	1	0	23
		% within Do you use any of the following social media channels for career purposes?	59.4%	0.0%	100.0%	33.3%	0.0%	52.3%
	Others	Count	1	0	0	0	2	3
		% within Do you use any of the following social media channels for career purposes?	3.1%	0.0%	0.0%	0.0%	40.0%	6.8%
Total		Count	32	1	3	3	5	44
		% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Crosstab**

		Do you use any of the following social media channels for career purposes?					Total	
		LinkedIn	Indeed	Glassdoor	Kununu	Others		
Job Experience	Less than a year	Count	7	0	1	0	1	9
		% within Do you use any of the following social media channels for career purposes?	23.3%	0.0%	33.3%	0.0%	20.0%	21.4%
	1-3 years	Count	10	1	0	0	2	13
		% within Do you use any of the following social media channels for career purposes?	33.3%	100.0%	0.0%	0.0%	40.0%	31.0%
	4-10 years	Count	10	0	1	3	1	15
		% within Do you use any of the following social media channels for career purposes?	33.3%	0.0%	33.3%	100.0%	20.0%	35.7%
	11-15 years	Count	2	0	1	0	1	4
		% within Do you use any of the following social media channels for career purposes?	6.7%	0.0%	33.3%	0.0%	20.0%	9.5%
	More than 15 years	Count	1	0	0	0	0	1
		% within Do you use any of the following social media channels for career purposes?	3.3%	0.0%	0.0%	0.0%	0.0%	2.4%
Total		Count	30	1	3	3	5	42
		% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Crosstab**

		Do you use any of the following social media channels for career purposes?					Total	
		LinkedIn	Indeed	Glassdoor	Kununu	Others		
Do you believe that social media plays a significant role in influencing candidate decisions regarding Multinational Corporations?	Strongly Disagree	Count	3	0	0	0	0	3
		% within Do you use any of the following social media channels for career purposes?	10.0%	0.0%	0.0%	0.0%	0.0%	7.1%
	Disagree	Count	2	0	0	1	1	4
		% within Do you use any of the following social media channels for career purposes?	6.7%	0.0%	0.0%	33.3%	20.0%	9.5%
	Undecided	Count	7	1	0	1	1	10
		% within Do you use any of the following social media channels for career purposes?	23.3%	100.0%	0.0%	33.3%	20.0%	23.8%
	Agree	Count	14	0	1	0	3	18
		% within Do you use any of the following social media channels for career purposes?	46.7%	0.0%	33.3%	0.0%	60.0%	42.9%
	Strongly Agree	Count	4	0	2	1	0	7
		% within Do you use any of the following social media channels for career purposes?	13.3%	0.0%	66.7%	33.3%	0.0%	16.7%
Total		Count	30	1	3	3	5	42
		% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



**Crosstab**

			Do you use any of the following social media channels for career purposes?					
			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
Besides social media, which other sources do you prefer for gathering information about Multinational Corporations? Please select all that apply and provide a brief explanation of your preferences. Additionally, feel free to share any other sources not li	Friends	Count	8	0	1	0	2	11
		% within Do you use any of the following social media channels for career purposes?	25.8%	0.0%	33.3%	0.0%	40.0%	25.6%
	Employees you know	Count	10	0	1	1	2	14
		% within Do you use any of the following social media channels for career purposes?	32.3%	0.0%	33.3%	33.3%	40.0%	32.6%
	Newspapers on those corporations	Count	7	0	0	1	0	8
		% within Do you use any of the following social media channels for career purposes?	22.6%	0.0%	0.0%	33.3%	0.0%	18.6%
	Journalists' interviews with CEOs and other employees	Count	3	0	1	1	1	6
		% within Do you use any of the following social media channels for career purposes?	9.7%	0.0%	33.3%	33.3%	20.0%	14.0%
	Other sources	Count	3	1	0	0	0	4
		% within Do you use any of the following social media channels for career purposes?	9.7%	100.0%	0.0%	0.0%	0.0%	9.3%
Total	Count	31	1	3	3	5	43	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Crosstab**

			Do you use any of the following social media channels for career purposes?					
			LinkedIn	Indeed	Glassdoor	Kununu	Others	Total
On a scale of 1 to 5, with 1 being 'Not Important at All' and 5 being 'Extremely Important', please indicate how influential the organization's purpose is to you compared to its reviews on social media when making a decision to join.	Not Important at All	Count	4	1	1	0	3	9
		% within Do you use any of the following social media channels for career purposes?	12.5%	100.0%	33.3%	0.0%	60.0%	20.5%
	Slightly Important	Count	6	0	0	0	0	6
		% within Do you use any of the following social media channels for career purposes?	18.8%	0.0%	0.0%	0.0%	0.0%	13.6%
	Neutral	Count	6	0	0	2	0	8
		% within Do you use any of the following social media channels for career purposes?	18.8%	0.0%	0.0%	66.7%	0.0%	18.2%
	Important	Count	11	0	2	0	1	14
		% within Do you use any of the following social media channels for career purposes?	34.4%	0.0%	66.7%	0.0%	20.0%	31.8%
	Extremely Important	Count	5	0	0	1	1	7
		% within Do you use any of the following social media channels for career purposes?	15.6%	0.0%	0.0%	33.3%	20.0%	15.9%
Total	Count	32	1	3	3	5	44	
	% within Do you use any of the following social media channels for career purposes?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

The End.



Systematic Literature Review

Number	Author(s) and their Affiliations	Title and year	Publishers + the journals impact factor	DOI-Number	Citations Papers	Key insights for your research questions that you take from those sources
1.	<p><b>Zhu-Ying Wang</b>, Providence University, Taiwan. <a href="https://orcid.org/0000-0002-1059-3079">0000-0002-1059-3079</a></p> <p><b>Wen-ching Chang</b>, Providence University, Taiwan. <a href="https://orcid.org/0000-0003-2709-1451">0000-0003-2709-1451</a></p>	<p>The Effects of P-O Ethical Fit, Expected Pay and Corporate Image on Job Choice Decision.</p> <p>May 31, 2019</p>	<p>Advances in Hospitality and Tourism Research (AHTR)</p> <p>Volume: 7 Issue: 1, Pages 106 - 123.</p>	<p><a href="https://doi.org/10.30519/ahtr.525116">https://doi.org/10.30519/ahtr.525116</a></p>	4	<ul style="list-style-type: none"> <li>• Aimed to determine if corporate image influences a candidate's application to an organization (RQ1).</li> <li>• Determined that candidates are more likely to accept job offers from organizations with positive reputations and the same values than those that do not (RQ3).</li> </ul>
2.	<p><b>Ayando Lesenyego</b>, Department of Information Systems, North-West University, South Africa. <a href="https://orcid.org/0000-0001-8366-4328">https://orcid.org/0000-0001-8366-4328</a></p> <p><b>Joshua Ebere Chukwuere</b>, Department of Information Systems, North-West University, South Africa.</p>	<p>Social media for job recruitment: A review study.</p> <p>05.08.2023</p>	<p>Journal of Emerging Technologies,</p> <p>Vol. 3 No. 1 (2023)</p>	<p><a href="https://doi.org/10.57040/jet.v3that83">https://doi.org/10.57040/jet.v3that83</a></p>	Nil	<ul style="list-style-type: none"> <li>• Social, media is a powerful tool that greatly influences a candidate's job decision to organizations (RQ3).</li> </ul>
3.	<p><b>Dr. P. Balasubramanian</b> <a href="https://www.semanticscholar.org/author/Dr.P.-Balasubramanian/122925767">https://www.semanticscholar.org/author/Dr.P.-Balasubramanian/122925767</a>,</p> <p><b>P.M. Vishnu</b> <a href="https://www.semanticscholar.org/author/P.-Vishnu/144953035">https://www.semanticscholar.org/author/P.-Vishnu/144953035</a>,</p> <p><b>Sushmitha Sidharth</b> <a href="https://www.semanticscholar.org/author/S.-">https://www.semanticscholar.org/author/S.-</a></p>	<p>Social Media as a Recruitment Tool.</p> <p>30.07.2016</p>	<p>Bonfring International Journal of Industrial Engineering and Management Science</p> <p>Volume: 6, Issue: 3, Pages: 108-110.</p>	<p><a href="https://doi.org/10.9756/BIJIEMS.7468">DOI:10.9756/BIJIEMS.7468</a></p>	3	<ul style="list-style-type: none"> <li>• The increasing influence of social networking sites (SNS) in job recruitment and applications (RQ2).</li> <li>• Benefits of social media in helping to choose the right fit (PO) (RQ3).</li> </ul>

	<a href="https://orcid.org/0000-0002-6086-0067">Sidharth/122938212</a> .					
4.	<p><b>Md Sajjad Hosain</b>, Business School, Sichuan University, Sichuan, China  <a href="https://orcid.org/0000-0002-6086-0067">https://orcid.org/0000-0002-6086-0067</a></p> <p><b>Ping Liu</b>, Business School, Sichuan University, Sichuan, China,  <a href="https://orcid.org/0000-0002-6086-0056">https://orcid.org/0000-0002-6086-0056</a></p>	<p>The Role of Social Media on Talent Search and Acquisition: Evidence from Contemporary Literature</p> <p>01.03.2020</p>	<p>Journal of Intercultural Management</p> <p>Vol. 12, No. 1</p>	<p><a href="https://doi.org/10.2478/joim-2020-0034">https://doi.org/10.2478/joim-2020-0034</a></p>	25	<ul style="list-style-type: none"> <li>• Sheds light on the role social media plays in job applications (RQ1).</li> <li>• Allows candidates to have access to information from current/ex-employees (RQ2).</li> </ul>
5.	<p><b>Francesca Mochi</b>  <a href="https://www.emerald.com/insight/search?q=Francesca%20Mochi">https://www.emerald.com/insight/search?q=Francesca%20Mochi</a></p> <p><b>Rita Bissola</b>  <a href="https://www.emerald.com/insight/search?q=Rita%20Bissola">https://www.emerald.com/insight/search?q=Rita%20Bissola</a></p> <p><b>Barbara Imperatori</b>  <a href="https://www.emerald.com/insight/search?q=Barbara%20Imperatori">https://www.emerald.com/insight/search?q=Barbara%20Imperatori</a></p>	<p>Professional and Non-Professional Social Media as Recruitment Tools: The Impact on Job Seekers' Attraction and Intention to Apply</p> <p>09.07.2017</p>	<p>Electronic HRM in the Smart Era, Emerald Publishing Limited</p> <p>ISBN 978-1-78714-316-6  eISBN 978-1-78714-315-9</p>	<p><a href="https://doi.org/10.1108/978-1-78714-315-920161005">https://doi.org/10.1108/978-1-78714-315-920161005</a></p>	6	<ul style="list-style-type: none"> <li>• Social networking sites (SNS) play a vital role in providing information for candidates (RQ3).</li> </ul>
6.	<p><b>Jayesh Joglekar</b>  <a href="https://www.semanticscholar.org/author/Jayesh-Joglekar/2161590474">https://www.semanticscholar.org/author/Jayesh-Joglekar/2161590474</a></p> <p><b>C. Tan</b>  <a href="https://www.semanticscholar.org/author/C.-Tan/46387291">https://www.semanticscholar.org/author/C.-Tan/46387291</a></p>	<p>The impact of LinkedIn posts on employer brand perception and the mediating effects of employer attractiveness and corporate reputation</p> <p>06.04.2022</p>	<p>Journal of Advances in Management Research</p> <p>Vol. 19, No. 4, pp. 624-650.</p>	<p><a href="https://doi.org/10.1108/JAMR-10-2021-0343">https://doi.org/10.1108/JAMR-10-2021-0343</a></p>	7	<ul style="list-style-type: none"> <li>• Revealed a positive correlation between employee-generated content, employer brand perception, and reputation (RQ2).</li> </ul>
7.	<p><b>Chetna Priyadarshini</b>, IBS Hyderabad, IFHE University, Hyderabad, India,  <a href="https://www.semanticscholar.org/author/Chetna-Priyadarshini/107685115">https://www.semanticscholar.org/author/Chetna-Priyadarshini/107685115</a></p>	<p>Employer Attractiveness through Social Media: A Phenomenological Study</p>	<p>The Qualitative Report</p> <p>Vol. 22, No. 4</p>	<p><a href="https://doi.org/10.46743/2160-3715/2017.2663">https://doi.org/10.46743/2160-3715/2017.2663</a></p>	28	<ul style="list-style-type: none"> <li>• Social media provides an insight into the corporate culture of an organization that a candidate is interested in (RQ1).</li> <li>• Employee reviews assist in</li> </ul>

	<p><b>Y. Kumar,</b> Narsee Monjee Institute of Management Studies, Hyderabad, India, <a href="https://www.semanticscholar.org/author/Y.-Kumar/144255161">https://www.semanticscholar.org/author/Y.-Kumar/144255161</a></p> <p><b>Rajneesh Ranjan Jha,</b> IBS Hyderabad, IFHE University, Hyderabad, India, <a href="https://www.semanticscholar.org/author/Rajneesh-Ranjan-Jha/2125494926">https://www.semanticscholar.org/author/Rajneesh-Ranjan-Jha/2125494926</a></p>	01.04.2017				decision-making for candidates (RQ2).
8.	<p><b>Yioula Melanthiou,</b> University of Nicosia , Nicosia , Cyprus, <a href="https://www.tandfonline.com/author/Melanthiou%2C+Yioula">https://www.tandfonline.com/author/Melanthiou%2C+Yioula</a></p> <p><b>Fotis Pavlou,</b> Cyprus Institute of Marketing , Nicosia , Cyprus <a href="https://www.tandfonline.com/author/Pavlou%2C+Fotis">https://www.tandfonline.com/author/Pavlou%2C+Fotis</a></p> <p><b>Eleni Constantinou,</b> University of Nicosia, Nicosia , Cyprus <a href="https://www.tandfonline.com/author/Constantinou%2C+Eleni">https://www.tandfonline.com/author/Constantinou%2C+Eleni</a></p>	<p>The Use of Social Network Sites as an E-Recruitment Tool</p> <p>02.01.2015</p>	<p>Journal of Transnational Management</p> <p>Volume 20, Issue 1</p>	<a href="https://doi.org/10.1080/15475778.2015.998141">https://doi.org/10.1080/15475778.2015.998141</a>	115	<ul style="list-style-type: none"> <li>• The benefits of social media for recruiting activities outweigh the pitfalls (RQ1).</li> </ul>
9.	<p><b>Gordhan K Saini,</b> School of Management and Labour Studies, Tata Institute of Social Sciences, V.N. Purav Marg, Deonar, Mumbai, India</p> <p><b>Purvi Rai,</b> <a href="https://link.springer.com/search?dc.creator=Purvi%2C">https://link.springer.com/search?dc.creator=Purvi%</a></p>	<p>What do best employer surveys reveal about employer branding and intention to apply?</p> <p>16.08.2013</p>	<p>Journal of Brand Management</p> <p>Volume 21, pages 95–111</p>	<a href="https://doi.org/10.1057/bm.2013.10">https://doi.org/10.1057/bm.2013.10</a>	76	<ul style="list-style-type: none"> <li>• Employer branding activities influence candidates' perceptions of an organization (RQ1).</li> </ul>

	<p><a href="#">20Rai</a></p> <p><b>Manoj K Chaudhary,</b>  <a href="https://link.springer.com/search?dc.creator=Manoj%20K%20Chaudhary">https://link.springer.com/search?dc.creator=Manoj%20K%20Chaudhary</a></p>					
10.	<p><b>Charles Hanu,</b>  Takoradi Technical University,  <a href="https://www.researchgate.net/profile/Charles-Hanu-2">https://www.researchgate.net/profile/Charles-Hanu-2</a></p> <p><b>Philip Mensah,</b>  Takoradi Technical University,  <a href="https://www.researchgate.net/profile/Philip-Mensah-7">https://www.researchgate.net/profile/Philip-Mensah-7</a></p> <p><b>Hayford Amegbe,</b>  Dominion University College,  <a href="https://www.researchgate.net/profile/Hayford-Amegbe">https://www.researchgate.net/profile/Hayford-Amegbe</a></p>	<p>Your Future Employer: Employer Branding, Reputation, and Social Media</p> <p>16.03.2021</p>	<p>African Journal of Inter/Multidisciplinary Studies</p> <p>Volume 3 (2021), 1-18</p>	<p><a href="https://doi.org/10.51415/ajims.v3i1.860">https://doi.org/10.51415/ajims.v3i1.860</a></p>	5	<ul style="list-style-type: none"> <li>• Among other factors, social media helps to amplify a company's reputation, impacting candidates' decisions to apply to them (RQ2).</li> </ul>
11.	<p><b>S. Bharadwaj,</b>  <a href="https://www.semanticscholar.org/author/S.-Bharadwaj/1657711241">https://www.semanticscholar.org/author/S.-Bharadwaj/1657711241</a></p>	<p>How the interplay of social media usage and online reviews generate intention to apply for a job vacancy: an employer branding-based agenda</p> <p>11.08.2023</p>	<p>Management Research Review</p> <p>ISSN: 2040-8269</p>	<p><a href="https://doi.org/10.1108/MRR-05-2022-0365">https://doi.org/10.1108/MRR-05-2022-0365</a></p>	Nil	<ul style="list-style-type: none"> <li>• Social media acts as an effective tool for communicating an organization's unique brand to prospective applicants (RQ1).</li> </ul>
12.	<p><b>Yeunjae Lee,</b>  <a href="https://www.emerald.com/insight/search?q=Yeunjae%20Lee">https://www.emerald.com/insight/search?q=Yeunjae%20Lee</a></p> <p><b>Su Yeon Cho,</b>  <a href="https://www.emerald.com/insight/search?q=Su%20Yeon%20Cho">https://www.emerald.com/insight/search?q=Su%20Yeon%20Cho</a></p> <p><b>Ruoyu Sun,</b></p>	<p>Public responses to employee posts on social media: the effects of message valence, message content, and employer reputation</p>	<p>Internet Research, Emerald Publishing Limited</p> <p>Vol. 31, No. 3, pp. 1040-1060.</p>	<p><a href="https://doi.org/10.1108/INTR-05-2020-0240">https://doi.org/10.1108/INTR-05-2020-0240</a></p>	8	<ul style="list-style-type: none"> <li>• Employees posts/reviews elicit more positive responses compared to the organization's posts (RQ2).</li> </ul>

	<a href="https://www.emerald.com/insight/search?q=Ruoyu%20Sun">https://www.emerald.com/insight/search?q=Ruoyu%20Sun</a>  <b>Cong Li,</b> <a href="https://www.emerald.com/insight/search?q=Cong%20Li">https://www.emerald.com/insight/search?q=Cong%20Li</a>	8.12.2020				
13.	<b>Saad Shahid,</b> <a href="https://www.semanticscholar.org/author/Saad-Shahid/118484356">https://www.semanticscholar.org/author/Saad-Shahid/118484356</a>  <b>Ibrahim Ayyaz,</b> <a href="https://www.semanticscholar.org/author/I.-Ayyaz/94078340">https://www.semanticscholar.org/author/I.-Ayyaz/94078340</a>	Employer Branding: How Perception of Social Media Use and Prior Work Experience Impacts Employer Attractiveness for Prospective Employees  8.03.2023	Pakistan Business Review  Volume 24, No. 3	<a href="https://doi.org/10.22555/pbr.v24i3.691">https://doi.org/10.22555/pbr.v24i3.691</a>	107	<ul style="list-style-type: none"> <li>Companies can leverage social media to improve their corporate reputation to attract talents/applicants (RQ1)</li> </ul>
14.	<b>Anne-Mette Sivertzen,</b> <a href="https://www.emerald.com/insight/search?q=Anne-Mette%20Sivertzen">https://www.emerald.com/insight/search?q=Anne-Mette%20Sivertzen</a>  <b>Etty Ragnhild Nilsen,</b> <a href="https://www.emerald.com/insight/search?q=Etty%20Ragnhild%20Nilsen">https://www.emerald.com/insight/search?q=Etty%20Ragnhild%20Nilsen</a>  <b>Anja H. Olafsen,</b> <a href="https://www.emerald.com/insight/search?q=Anja%20H.%20Olafsen">https://www.emerald.com/insight/search?q=Anja%20H.%20Olafsen</a>	Employer branding: employer attractiveness and the use of social media  01.11.2013	Journal of Product & Brand Management, Emerald Group Publishing Limited  Vol. 22, No. 7	<a href="https://doi.org/10.1108/JPBM-09-2013-0393">https://doi.org/10.1108/JPBM-09-2013-0393</a>	301	<ul style="list-style-type: none"> <li>The use of social media can greatly affect or mar an organization's reputation, which in turn impacts job seekers' willingness to apply for roles (RQ1).</li> </ul>
15.	<b>Gordhan K. Saini,</b> <a href="https://www.semanticscholar.org/author/Gordhan-K.-Saini/79507314">https://www.semanticscholar.org/author/Gordhan-K.-Saini/79507314</a>  <b>Piyuesh Pandey,</b> <a href="https://www.semanticscholar.org/author/Piyuesh-Pandey/1854174">https://www.semanticscholar.org/author/Piyuesh-Pandey/1854174</a>	Impact of Social Media Activities on Employer Brand Equity and Intention to Apply Varun Katiyar  01.2016		<a href="https://www.nmims.edu/NMIMSmanagementreview/pdf/jan-feb-2016/impact-of-social-media-activities-on-employer-brand-equity-and-intention-to-apply.pdf">https://www.nmims.edu/NMIMSmanagementreview/pdf/jan-feb-2016/impact-of-social-media-activities-on-employer-brand-equity-and-intention-to-apply.pdf</a>	Nil	<ul style="list-style-type: none"> <li>Social media amplifies the attractiveness of a brand, leading to a higher intention to apply from candidates (RQ1).</li> </ul>
16.	<b>Nedra Bahri-Ammari,</b> Department of Marketing,	The Impact of Employer Brand	Corporate Reputation	<a href="https://doi.org/10.1057/s41299-022-00154-8">https://doi.org/10.1057/s41299-022-00154-8</a>	1	<ul style="list-style-type: none"> <li>Findings showed that candidates'</li> </ul>

	<p>IHEC, Carthage, Tunis, Tunisia</p> <p><b>Mohammad Soliman,</b> <a href="https://orcid.org/0000-0002-9359-763X">https://orcid.org/0000-0002-9359-763X</a></p> <p><b>Ons Ben Salah,</b> Department of Marketing, IHEC, Carthage, Tunis, Tunisia</p>	<p>on Job Seekers' Attitudes and Intentions: The Moderating Role of Value Congruence and Social Media</p> <p>12.11.2022</p>	<p>Review</p>			<p>attitudes towards job search were positively impacted by social media and employer branding activities (RQ2).</p>
17.	<p><b>Pantas H Silaban,</b> <a href="https://www.researchgate.net/profile/Pantas-Silaban">https://www.researchgate.net/profile/Pantas-Silaban</a></p> <p><b>Edgar Octoyuda,</b> <a href="https://www.researchgate.net/profile/Edgar-Octoyuda-2">https://www.researchgate.net/profile/Edgar-Octoyuda-2</a></p> <p><b>Andri Dayarana K. Silalahi,</b> <a href="https://www.researchgate.net/profile/Andri-Silalahi">https://www.researchgate.net/profile/Andri-Silalahi</a></p>	<p>Perceived Credibility Information on Social Media of Corporate Brand Reputation and Its Impact on Jobseeker Intention to Apply</p> <p>06.02.2023</p>	<p>International Journal of Business</p> <p>Vol. 28, No. 1, - 05</p>	<p><a href="https://doi.org/10.55802/IJB.028(1).005">https://doi.org/10.55802/IJB.028(1).005</a></p>	<p>Nil</p>	<ul style="list-style-type: none"> <li>• The use of social media to disseminate trustworthy information about an organization's brand reputation affects candidates' perceptions of that organization (RQ1).</li> </ul>
18.	<p><b>Ludvík Eger,</b> <a href="https://www.semanticscholar.org/author/Ludv%C3%ADk-Eger/101535755">https://www.semanticscholar.org/author/Ludv%C3%ADk-Eger/101535755</a></p> <p><b>Michal Mičík,</b> <a href="https://www.semanticscholar.org/author/Michal-Mi%C4%8D%C3%ADk/100595928">https://www.semanticscholar.org/author/Michal-Mi%C4%8D%C3%ADk/100595928</a></p> <p><b>P. Řehoř,</b> <a href="https://www.semanticscholar.org/author/P.-%C5%98eho%C5%99/46217683">https://www.semanticscholar.org/author/P.-%C5%98eho%C5%99/46217683</a></p>	<p>Employer branding on social media and recruitment websites: symbolic traits of an ideal employer</p> <p>28.03.2018</p>	<p>E &amp; M Ekonomie A Management</p>	<p><a href="https://doi.org/10.15240/TUL/001/2018-1-015">DOI:10.15240/TUL/001/2018-1-015</a></p>	<p>18</p>	<ul style="list-style-type: none"> <li>• Candidates used information found on the social media pages of an organization to make informed decisions (RQ3).</li> </ul>
19.	<p><b>Sajjad Hosain,</b> <a href="https://www.semanticscholar.org/author/Sajjad-Hosain/104428565">https://www.semanticscholar.org/author/Sajjad-Hosain/104428565</a></p> <p><b>Ping Liu,</b> <a href="https://www.semanticscholar.org/author/Ping-Liu/104428565">https://www.semanticscholar.org/author/Ping-Liu/104428565</a></p>	<p>The Impact of Social Media Recruitment on Job Candidates' Perceptions: Evidence from Bangladeshi</p>	<p>Postmodern Openings Volume 11, Issue 1</p>	<p><a href="https://doi.org/10.18662/po/106">10.18662/po/106</a></p>	<p>7</p>	<ul style="list-style-type: none"> <li>• Candidates were more receptive to companies with active social media profiles than those without (RQ1).</li> </ul>



	<a href="https://www.semanticscholar.org/author/Ping-Liu/2113286922">olar.org/author/Ping-Liu/2113286922</a>	Fresh Graduates 26.02.2020				
20.	<p><b>Maria S. Plakhotnik,</b> <a href="https://www.semanticscholar.org/author/Maria-S.-Plakhotnik/69470328">https://www.semanticscholar.org/author/Maria-S.-Plakhotnik/69470328</a></p> <p><b>Kristina S. Shmaytser,</b> <a href="https://www.semanticscholar.org/author/Kristina-S.-Shmaytser/2203643048">https://www.semanticscholar.org/author/Kristina-S.-Shmaytser/2203643048</a></p> <p><b>Kirill A. Feofilov,</b> <a href="https://www.semanticscholar.org/author/Kirill-A.-Feofilov/2203643244">https://www.semanticscholar.org/author/Kirill-A.-Feofilov/2203643244</a></p>	<p>How attractive are internship advertisements to prospective applicants? A mixed-method examination through the lens of employer branding</p> <p>24.01.2023</p>	<p>Education + Training, Emerald Publishing Limited</p> <p>Vol. 65, No. 1</p>	<a href="https://doi.org/10.1108/ET-11-2021-0432">https://doi.org/10.1108/ET-11-2021-0432</a>	Nil	<ul style="list-style-type: none"> <li>• An organization can look appealing to potential candidates and influence their desire to join by being able to position itself effectively on social media (RQ3).</li> </ul>
21.	<p><b>Neeti Leekha Chhabra,</b> <a href="https://www.semanticscholar.org/author/Neeti-Leekha-Chhabra/97065208">https://www.semanticscholar.org/author/Neeti-Leekha-Chhabra/97065208</a></p> <p><b>S. Sharma,</b> <a href="https://www.semanticscholar.org/author/S.-Sharma/2109947126">https://www.semanticscholar.org/author/S.-Sharma/2109947126</a></p>	<p>Employer branding: strategy for improving employer attractiveness</p> <p>14.08.2014</p>	<p>International Journal of Organizational Analysis</p> <p>Vol. 22, No. 1</p>	<a href="https://doi.org/10.1108/IJOA-09-2011-0513">https://doi.org/10.1108/IJOA-09-2011-0513</a>	159	<ul style="list-style-type: none"> <li>• Candidates link organizations with attributes like brand names, good culture, and compensation for employer attractiveness. A strong brand image positively correlates with application likelihood (RQ2).</li> </ul>
22.	<p><b>Quoc Trung Pham,</b> Ho Chi Minh City University of Technology (VNU-HCM)</p> <p><b>Duy Anh Vo,</b> HCMC University of Technology (VNU-HCM)</p>	<p>Impact of Employer Value Proposition and Social Media Use on the Intention to Apply for a Job in the IT Industry of Vietnam</p>	<p>The South East Asian Journal of Management</p> <p>Vol. 16, No. 2,</p>	<a href="https://doi.org/10.21002/seam.v16i2.1092">DOI:10.21002/seam.v16i2.1092</a>	2	<ul style="list-style-type: none"> <li>• Corporate reputation plays an important role in candidate's interest and intention to apply.</li> </ul>