AN ASSESSMENT OF THE EFFECTIVENESS OF A CORPORATE WEBSITE/SOCIAL MEDIA EFFORT TO INFORM AND RECRUIT JOB APPLICANTS

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A Thesis

Presented to the Faculty in Communication and Leadership Studies

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Under the Supervision of Pavel Sholsberg, PhD

Under the Mentorship of John Caputo, PhD

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By

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Abstract

The purpose of this study is to specifically look into one businesses website and online efforts to engage potential new hires in providing them with valuable company information. The research questions focused on how effective the company's online advertisements were, as well as the interaction and involvement of the online advertisements. The researcher of this study utilized communication theories based on Todd Gitlin's media torrent theory of oversaturation and Joseph Walther's social information processing theory to conduct research. To conduct the research a survey was given to 20 prospective job seekers and five face-to-face interviews were conducted. The participation in the survey was anonymous and no tracking information was kept. The interviewees that participated in the interview were current employees that were only asked about their application process and the role that social media played in their online job search. The study concludes that most of the prospective job seekers and current employees find social media platforms to be an easy way to find open positions because these online advertisements direct the applicant to the company website for further information. However, many employees also preferred to learn about the company face-to-face, rather than online.

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CHAPTER 1: INTRODUCTION

In the 1990s, the Internet created a large change to the business landscape. The Internet allowed businesses to expand into a new market and to reach a new audience of potential clients. Currently, another transformation to the business landscape is occurring; except this time social media is the catalyst creating the change. This social media transformation is occurring because businesses are expanding their online presence to more effectively engage a new audience of potential clients. As a result, social media is becoming the driving force that is connecting businesses and potential job seekers.

Now with the widespread availability of the Internet, humans have a new tool to establish human connection and build larger than ever networks (Potter, 2013). Since virtual communities and social networks are now firmly embedded in today's culture, these online spaces are reshaping the process of self-expression, identity building, and communication (Chittenden, 2010). Therefore, our culture of "social networks" is altering our expectations about people and businesses (Potter, 2013).

The populace has always had the need to communicate with each other and social media is providing a direct avenue for job seekers and current employees to gain a greater understanding and knowledge about a particular organization (Furendal & Björnskiöld, 2007). Through the development of social media, organizations can now connect with online job seekers creating a paradigm shift away from the traditional business communication model through utilizing online platforms to improve communication. As a result, online platforms are changing the way businesses communicate online and engage with others.

Significance of Study

One thought of why social media has become so popular is because social media satisfies society's need for instant gratification and allows users to easily process a large amount of information. Through analyzing the development of social media and society's increasing need for belongingness, one can begin to understand why companies are seeking to connect with online job seekers through social media. Social media enables businesses and prospective job seekers the ability to stay connected online. As a result, these online platforms grant the public the ability to engage with an organization, learn more about a company's culture, and congregate with like-minded individuals.

Therefore, a significant part of this study examines business' communication tactics via social media so the organization can more effectively engage with potential employees online. This important work can be witnessed observed in the work businesses do in posting current company events and job opportunities through social media platforms.

Additionally, studying how businesses can communicate more effectively to prospective job seekers one can discover which online platform is more useful in targeting a specific online audience. However, before businesses can communicate more effectively to prospective job seekers it is helpful to understand why prospective job seekers look to specific social media platforms to seek job opportunities and to connect with companies.

Statement of the Problem

There are limited studies on how businesses can effectively communicate online to prospective job seekers. Unfortunately, online platforms are constantly changing and most of the data that was once valid is not consistent today. Due to these facts, it is fundamental to be familiar with the different communication mediums.

Definitions of Terms Used

Facebook : a social media platform that connects people with friends and others who work, study and live around them (Facebook, 2014).

LinkedIn: "connects the world's professionals to make them more productive and successful" (LinkedIn, 2014).

Indeed: is a social media platform and considered the world's largest online job site with more than 150 million unique visitors (Indeed, 2014).

Careerbuilder: is also social media platform and considered the world's largest online job site with more than 24 million unique visitors (Careerbuilder, 2014). Indeed is Careerbuilder's main competition is online job search engines.

Instagram: is a social media platform for individuals to post pictures that can be manipulated. It is a fun and creative way to connect with others

Twitter: for businesses can be used to share information about their services and build online relationships with others in 140 characters or less (AboutTwitter, 2014).

Participants: individuals who participated in the study and responded to the surveys.

Social Information Processing Theory: A theory discovered by Joseph Walthers concentrates on relationship development and personal information one gains about another through computer-mediated communication (CMC). This theory focuses on the composite mental image each one creates while using CMC (Griffin, 2012, p. 139).

Organization of Remaining Chapters

This study is organized into five chapters. Chapter two begins with a brief background on communication theories and the effectiveness of social media in business communication. Chapter three presents an in-depth look into this qualitative study by defining the scope and

methodology, the data analysis and ethical considerations. Chapter four reveals the results of the

study and the conclusions that emerged from the study's findings. Chapter five provides the final

conclusions of the study and how they relate to current research. Additionally, chapter five

includes the limitations of the study and recommendations for further research.

CHAPTER 2: REVIEW OF THE LITERATURE

To understand how this research applies, it is imperative to understand how technology and communication have changed how prospective job seekers and businesses connect. Due to online technology social media platforms such as Facebook, LinkedIn, Pinterest and Twitter have made it easier to connect and acquire information about companies and brands; because most communication is now online online users develop formed impressions of the other simply by texted-based messages. Accordingly, as businesses continue to reach out to prospective job seekers through online platforms it is increasingly difficult to pinpoint which social media site is most utilized by prospective job seekers.

Philosophical and Ethical Assumptions

This study focuses on effective online communication strategies, through the use of social media platforms, among businesses and prospective jobseekers, Martin Buber's dialogic communication theory aligns with this study's concept because it helps to guide relationship building between organizations and the public through the use of the World Wide Web (Kent & Taylor, 2001). Buber's theory explains that only through open dialogue can individuals seek to experience a relationship with another individual (Griffin, 2012). However, for individuals to experience ethical communication one must first have dialogue with another individual (Griffin, 2012).

According to Buber's I-*Thou* concept, he expresses the importance of dialogue as a mutuality, which means individuals are treated as equal and in return those individuals are "help[ing] each other to [become] more human" (Buber, 1923/1970; Griffin, 2012; Littlejohn & Foss, 2011). As Buber has indicated in his research, communication or dialogue is critical when maintaining online relationships. Therefore, due to the oversaturation of online mediums

understanding which platforms effectively reach prospective jobs seekers is the center of this study.

Theoretical Basis

When business' attempt to social network to gain a large audience of followers, the business must research which online site would prove to be efficient in online communication. This process is significant, because today's digital technology is over saturating the public's attention making it difficult for a business to pinpoint which online communication platform is most effective. This method of online communication depends greatly on both the businesses' and the user's willingness to converse publicly and to reach out to the online consumer. Once the online consumer is reached the business must then converse in a manner that will keep the consumer's attention and trust. Through using social media platforms, businesses are not only able to expand their scope of communication and interactions with consumers but can build a network community through advanced technology.

Todd Giltin, an American sociologist and media critic, is most known for his theory of media torrent (Giltin, 2007). The media torrent theory explains that the media saturates our lives with a promise of a better tomorrow satisfying individuals need for information (Gitlin, 2007). This oversaturation of social networking permits users to escape their automatic state of daily routines and be transported into a virtual community where they feel wanted and desired. Giltin argues, that the digital torrent fosters a society of disposable emotions and casual commitments, and threatens to make democracy a sideshow (Gitlin, 2007). Therefore, the media over saturates the lives of individuals making it hard for its users to identify the truth behind the message. For this reason, the media saturation becomes a distraction for businesses that attempt to effectively use social media to reach out to their potential recruits.

Joseph Walther's social information processing theory states,"[online] relationships grow only to the extent that parties gain information about each other" (Griffin, 2012, p.139). Therefore, social information processing (SIP) theory concentrates on relationship development and personal information one gains about another through computer-mediated communication (CMC). SIP also focuses on the composite mental image each one creates while using CMC (Griffin, 2012, p. 139). However, because CMC eliminates non-verbal cues that one can recognize during face-to-face communication, CMC users must rely on non-verbal/ text-only messages to convey the same social information (Walther, 1992; Griffin, 2012, p. 140).

In Joseph Walther's 2008 article, he explains how "people [build online relationships], without nonverbal cues, and how they develop and manage relationships in [a] computer-mediated environment (Walther, 1992, p. 391). Throughout Walther's study he came to the conclusion that the human need for affiliation is just as active when people communicate online as when they are interacting face-to-face (Griffin, 2012, p. 140). Thus, the SIP theory explains how individuals create impressions and social relationships with one another without recourse to non-verbal cues (Baxter & Braithwaite, 2008). Accordingly, the SIP theory highlights two key features of CMC verbal cues and extended time:

Verbal Cues. When an online user is motivated to develop an online relationship the communicator must utilize any cue system that is available. For instance, CMC offers paralinguistic codes such as signs and symbols. These signs and symbols convey emotion in written text through icon manipulation and parenthetical notes (Spears & Lea, 1992), and most recently, emoticons (Olaniran, et al, 2012). Therefore, through the use of online platforms and non-verbal cues, in the form of written text, it allows individuals to invite images and sounds into their homes with ease, fulfilling their quest for stimulus and sensation (Gitlin, 2007; Postman,

1992; Potter, 2013). As a result, CMC allows its online users the ability to develop formed impressions of others solely based on the content of the online language being used by the online user (Griffin, 2012, p.140).

　　Extended time. Since CMC communication is text-only impressions of the online user relationships are formed much slower than if the users were to meet face-to-face. However, Walther, according to Griffin (2012), believes that verbal and non-verbal cues can be interchangeable and there is no reason why online relationships cannot be developed. It is through the anticipation and the time its takes to build an online relationship that makes gathering information about another more exciting to the CMC user.

　　Therefore, through utilizing Joseph Walther's social information processing theory one can discover how relationships are formed solely through communicating through text-only and non-verbal cues.

THE LITERATURE

　　In today's digital society, we have so many choices of accelerated technology that the use of social media platforms allows individuals to create connections and form social bonds in a world that has become increasingly isolated and fragmented. Online social applications like Facebook, Google+, Twitter and online job search engines, are not adopted to enhance work and home experiences but to enhance how we connect with others in an online environment. Neil Postman (1992), the author of *Technopoly*, writes "culture seeks its authorization in technology, [and] finds its satisfactions in technology" (Postman, 1992, p.71). Therefore, information technology and online communication platforms allow us not only to satisfy our individual needs but also satisfies our need for collaboration with others (Gilton, 2007 p.6).

Today's young people have become so dependent on online communication platforms that these online applications have changed many aspects of human behavior and existence making information technology the key enabler of communication and interaction (Atkinson & Castro, 2008; Sullins, 2012). While these online platforms allow businesses the opportunity to build brand awareness and customer loyalty companies also need to be aware of the challenges of participating in online conversation forums ("Social media for business" n.d.). Therefore, if businesses choose to converse online with the public one must have a clear idea of how to communicate properly; because getting the message right online is crucial for engaging and recruiting prospective job seekers (Wright, n.d; "Social media for business" n.d.). As a result, businesses should have a set of rules or strategies on how to manage social media, to steer it through the challenges of online advertising and communication.

Researchers, Blakeman and Brown (2010), suggest that one constraint to the consistently changing online communication platform is the difficulty in pinpointing which online advertisement most effectively communicates its message. As a result, it is important for businesses to remain current on social media tactics in order to effectively utilize online resources. These online social media tactics are not only good for a business's future success; it ultimately provides their users with social interaction that many find is missing from today's society.

Wright and Hinson (2008) find that businesses that are adapting to digital technology need to understand how job seekers and current employees are gathering and sharing online information. With the over-saturation of the World Wide Web, information is available to all audiences; and therefore, reinforces the need for businesses to become more consistent about the online message they want to deliver (Nadaraja & Yazdanifard, n.d.). Through the use of

technological convergence audiences are not only passive receivers but can also play an active role in a business' online message board. Businesses which use Twitter, LinkedIn, or Facebook have a highly valuable resource to inform consumers of new information, offers, hobbies, and job opportunities available within its company (Potter, 2013, p. 240).

Additionally, as organizations seek to communicate with prospective job seekers it must tailor its self-expressions to satisfy the online user's needs (Gilpin, 2010). By understanding how job seekers gather and share information online, businesses can communicate more effectively to their audience, prospective job seekers. For that reason, businesses that use interactive features found on social media can bridge the communication gap and attract a larger global audience creating an open networking structure to attract a large audience of like-minded individuals (Potter, 2013, p.58).

Wright and Hinson (2008) also point out that social media gives the online writer the ability of open dialogue without fear of oppression, which empowers the user to express their thoughts and feelings online. However, because social media can act as an outlet that does not obstruct or distort the free flow of ideas user's must be cautious of what they post online.In return, social media platforms create an enriched learning environment that has the potential for a radical transformation of how online job seekers communicate to online recruiters (Griffin, 2012).

With that being said, companies who use social media to personalize relationships are able to build more effective online relationships (Wright and Hinson, 2008). However, these changes can only occur when audiences are able to break down previous communication barriers and gain the opportunity to communicate to the business directly (Potter, 2013, p.238). So, it is important due to the interconnected nature of society for companies to develop products that

specialize in interpersonal relationships and online collaborations (Dennings, 2012). This occurs

through analyzing the relationship between technology and modern contemporary life.

Accordingly, this interpersonal communication approach is empathically focusing on the

perspective of the user's experiences giving individuals the possibility of a higher life

satisfaction because they are motivated by using a type of social media platform, like Facebook,

Twitter and LinkedIn. Furthermore, with more individuals connecting and growing through the

use of information technology it is only logical that members of the business community should

try to access and take advantage of this quality as well.

Researchers Firstbrook and Wollen (2011), explain social media platforms create an

opportunity for companies to gather and listen to online consumers and gain information that is

valuable in helping fulfill their consumers needs and wants Therefore, businesses utilizing social

media platforms are able to expand their scope of its interactions and communications with

consumers. This expansion results in the development of a network community through using

advanced technology. "With social networks it is now much easier for people to converge with

others' and build online communities (Potter, 2013, p. 239). Most importantly, social media

communities/networks are tools for clients to become producers of information and not just

consumers. For that reason, social media allows companies to conduct market research more

effectively and to engage in real-time dialogue with online consumers to discover which online

platforms are more effective in communicating the company's message (Firstbrook & Wollen,

2011).

Unlike conventional media, which offers a one-way experience, social media offers a

two-way interactive experience (Merrill, 2011). One major reason why the public uses social

media platforms is to achieve contact with other people or businesses (Potter, 2013, p. 247).

Social media platforms give all kinds of individuals the means to connect with others and to quickly acquire information (Potter, 2013, p.246-249). Accordingly, social media grant the public the ability to feel apart of an organization and to join like-minded individuals in their quest for acceptance. Therefore, businesses that use social networking to connect with their audiences have vast opportunities to connect with their followers on a level platform (Tillman, 2010). In return, a humanizing effect occurs to add a spirit of camaraderie to the organization (Kouzes & Posner, 2002). Accordingly, it is imperative for companies to learn how to engage job seekers in discussions that are consistent with the organization's mission and performance goals (Mangold & Faulds, 2009). It is this social interaction and cross-communication that makes the social media world impactful (Merrill, 2011).

Information technologies and social media communication allow us to exchange information between numerous people simultaneously and businesses are able to inform their followers using various communication systems; this helps to improve logistics and to speed up work procedures with minimum actions necessary (Goessl, 2008; Gutmann, 2001). This ultimately saves people time and conveniently gives them new channels to conduct their daily lives" (Atkinson & Castro, 2008). This online dialogue creates conscious interaction and facilitates the production of positive relationships by providing workable solutions through online conversations (Littlejohn & Foss, 2011, p.251).

In connecting with others in online learning communities, the ability to work together also improves communication within society. This helps to facilitate teamwork between members allowing individuals to share ideas through online communication platforms. According to the research of Nigel Fenwick (2010), the desire to solve problems is the motivating factor when one would work with another to bring about change. This change allows individuals to progress

towards self-actualization and empowerment. Therefore, the opportunity to share ideas and insight through virtual black boards, chat forums, and video would thus enhance the lives of individuals from across the country to across the world.

Finally, social media networking adds new dimensions to any business' networking infrastructure. It requires the ability to create compelling and engaging multimedia content to attract large audiences. Therefore, today's business leaders must understand the nature of different social-media tools and the impact that their online message has on the public (George & Sleeth, 2000; Ployhart, 2012). As a result, the delivering of interactive messages will have an influential impacting on the thought processes for both sides; thus, making social media communication increasingly more important as one ventures into the future.

RATIONALE

Social media platforms are becoming an increasingly important part of any company's brand management and communication strategies. As previously discussed social media can foster open dialogue and allow individuals to connect with businesses in a dialogic way. While it is important for businesses to network with prospective job seekers at job fairs and forums, social media platforms like Facebook, LinkedIn, Twitter, and Google+ can also be great opportunities to connect with those online candidates. Using a platform like Google+ can actually help a business get higher online search ranking through using the Google social media platform. Google includes Google+ posts within its search results; as a result, Google rewards business that use Google+ to post about their culture or business with having a higher visibility online. These online platforms allow online job seekers the opportunities to take an inside look into an organization, build an online community or forum with career opportunities and gain relevant information about a company before they apply.

With the proliferation of Internet job boards and job seeker resources, the strategic placement of online advertisements is extremely important in today's oversaturated online market. Therefore, businesses must research which online platforms are most effective in grabbing the online users attention. With that being said, businesses, which choose to converse and advertise online, need to have a clear online communication strategy that is trustworthy and credible. Kouzes and Posner (1993), suggest that if businesses want to become credible they must create a meaning with sufficient emotional impact to make others excited about the content that is being provided (p. 196). Without a meaningful online message businesses do not grab the reader's attention. As a result, it is the businesses responsibility to become a leader and teach others the values and actions that are most meaningful in order to create change (Kouzes & Posner, 1993).

Therefore, given the complexity of this fragmented and oversaturated media environment the research aims to evaluate the experiences of prospective job seekers and what attracted them to a specific businesses website and social media platform. Accordingly, this study will set out to investigate the following research questions:

RESEARCH QUESTIONS

RQ 1: How easy was it for intended job seekers to find the online advertisement?

RQ 2: Were the online advertisements engaging, inviting and interactive, why or why not?

CHAPTER 3 SCOPE AND METHODLOGY

SCOPE

Prior research has shown that social media platforms remain to be the leading medium in communicating a business's brand and culture and in connecting individuals online. The scope of this research is aimed to examine how businesses can effectively use social media platforms to connect and communicate to prospective job seekers. Therefore, to identify how businesses can effectively use social media platforms to connect to prospective job seekers a social survey will be conducted.

The survey will be administered by the recruiter and given to applicants that attend employment interviews at the recruiter's place of business. The participants of the social survey are voluntary and anonymous and will have no effect on whether the participant will receive the job. The timeline for this study will begin November 5, 2014 and close eight business days later November 15, 2014. Due to the voluntary nature of this study, the researcher did not require a designated number of participants. The research will conclude with the number of participants that elected to participate in the study during the ten-day period.

Participants. By electing to take the survey it is assumed that the participant is a prospective job seeker using online mediums to connect to businesses. This survey will only be administered to those eighteen (18) years or older. The survey will question participants on how they prefer to communicate to businesses and which online social media platforms they utilized when seeking employment.

METHODOLOGY

The method utilized for this study is the social survey approach. The social survey approach is the most commonly and widely used technique to collect data (O'Leary, 2003). A

defining feature of the social survey is it takes the form of a structured questionnaire that collects

information on the same characteristics or variables about each respondent (O'Leary, 2003).

Through the implementation of the social survey it will allow the researcher/ recruiter the

opportunity to gather large amounts of information in a short amount of time (O'Leary, 2003).

The survey instrument will consist of twenty (20) questions that the respondents will

answer. The first eleven (11) questions will be ranked using a Likert 1-10 scale with the

respondent's level of agreement or disagreement with one (1) indicating the highest level of

disagreement and ten (10) indicating the highest level of agreement. The following eight (8)

questions the respondents will state their answers to the open ended questions. The results of this

questionnaire will assess how effectively the business communicates to prospective job seekers

and will seek to discover which online medium most job seekers are utilizing.

For additional data, five interviews will be conducted with current employees that found

their job using a type of social media platform. The interviews will be focused and the

participants will be given open-ended questions to answer. These five interviews will help the

researcher to gather information and to explore communication behaviors to better understand

why the current employees chose a specific social media platform to connect with a business.

DATA COLLECTION AND ANALYSIS

The data will be collected through the process of asking participants to complete a survey

given before the interview. The participants will be given the opportunity to complete the survey

before the interview begins. Due to the voluntary nature of the study individuals can decline to

complete the questionnaire. However, if respondents choose to participate in the survey the data

collected will help to answer how businesses can effectively communicate online. From this

research the number of participants that completed the survey would be documented. The data collected will be anonymous and all respondent information will be confidential.

The data collected for this study will be analogous to quantitative research. Quantitative research places emphasis on collecting data in the form of numbers and narrow questions, which can be seen in the structure of this survey. The quantitative research method can be either intervention research or nonintervention research. For the purpose of this study nonintervention research will be used to measure, which social media platforms effectively communicate to prospective job seekers. Using nonintervention quantitative research one can analyze and describe the trends for the population and use a non-experimental survey approach (Nova Southeastern University, n.d.).

All interviews and group participants in this study were selected using purposive sampling. Purposive sampling focuses on particular characteristics of a population that is of interest to the researcher and can best answer the research questions being administered (Purposive sampling | Lærd Dissertation, n.d.). As a result, in analyzing the data one group of prospective job seekers was given a questionnaire. In this questionnaire the job seekers are able to write and elaborate if the prospective employer has effectively communicated with them online. In addition to the group of job seekers who were given surveys five (5) interviews were also conducted using the same basic research questions asked of the job seekers who wrote their answers on the questionnaire. The selected interviewees are professionals currently employed who work in a customer service oriented environment.

RELIABILITY

All researchers want a reliable and consistent measurement. Reliability suggests that the same result will occur if repeated under similar circumstances (Neumann, 2011). Therefore, to

test the reliability of this study an equivalent reliability measurement will be performed. Equivalent reliability uses multiple indicators to measure several items on a questionnaire (Neumann, 2011). Equivalent reliability focuses on the question "Does the measure yield consistent results across different indicators?" (Neumann, 2011, p. 209). As a result, if several of the different indicators measure the same hypothesis and come to the same conclusion, than a consistent measure is found (Neumann, 2011).

For example, the researcher of this study has 20 questions on the questionnaire. All measure how if a business is effectively communicating, using social media platforms, with prospective jobseekers. If the researcher's indicators (i.e. the questionnaire items) have equivalent reliability then the researcher can divide the groups into two separate groups and adhere the same results. However, it is rare to have perfect reliability in a study. Therefore, in order to improve the reliability of a study a researcher will need to clearly conceptualize all constructs, use a precise level of measurement; use multiple indicators and pilot test (Neumann, 2011). Accordingly by following these four steps a researcher can avoid inconsistent results.

VALIDITY

The definition of validity implies how well the measuring instruments in the study fill the demand to measure the constructs (Neumann, 2011). In regards to this quantitative study the term validity is concerned with the measurement validity (Neumann, 2011). Measurement validity explains "how well the conceptual and operational definitions mesh with one another" (Neumann, 2011, p. 211). Therefore, some measurements are more valid than others making validity much harder to achieve than reliability (Neumann, 2011).

The survey and research questions are informed by the major theoretical constructs, with the RQs in mind.

ETHICAL CONSIDERATIONS

The researcher followed ethical guidelines throughout this study. Those guidelines consisted of not asking personal or private information of the respondents like addresses, social security information or date of birth. Respondents also have the ability to withdrawal from the online survey at any time. The survey also includes disclosure stating that: Your responses are voluntary and confidential and any information such as your name and email address will not be included in the finished research. Please answer the questions to the best of your honest ability and you are allowed to quit the survey at any time.

CHAPTER 4 STUDY ANALYSIS AND RESULTS

Introduction

This study was conducted at a financial institution with over 200 employees. The research was conducted in two different formats. The first format was a hard-copy survey (See Appendix B), which consisted of twenty (20) questions that was given to 20 prospective employees before their onsite interview began. The first eleven (11) questions asked the respondents to rank how satisfied they were with a particular company website using a Likert scale. The next eight (8) questions ask the respondents to discuss if they like a specific social media platform to communicate to businesses and other individuals. The last question in the survey seeks to discover how the prospective job seeker found the business online. The purpose of the final question is to discover which online platform most online users are utilizing so the employer can effectively communicate to prospective job seekers.

The survey was open from November 2, 2014 through November 10, 2014 and respondents' results were gathered through purposive sampling. Purposive sampling's goal is to gather all possible cases that fit into a particular criterion, using various methods (Neumann, p. 267, 2011). This sampling method was chosen because it was determined that the features of this study were of a specialized population, such as prospective job seekers (Neumann, p. 268, 2011). For example, to conduct purposive sampling of prospective job seekers a researcher will have to locate or identify where prospective job seekers might be gathering. Through this knowledge the researcher can locate possible job seekers to conduct research (Neumann, 2011).

The five interviewees, who currently are employed at the company, who elected to take part in the study answered twenty (20) interview questions (See Appendix C). These interviews were conducted by the researcher/recruiter in person at the respondent's place of employment.

The researcher/recruiter facilitated the interview by asking questions regarding online communication strategies in which the respondents could choose to answer or decline if they did not feel comfortable answering specific questions. The research questions being administered to the interviewees, as well as in the survey, will guide the researcher to identify which social media platforms are more effective for businesses to utilize when communicating online.

Results of the study

The first three questions of the hard-copy survey were administered to the 20 voluntary participants (prospective job seekers) and of the 20 participants/prospective job seekers all completed the first three optional questions.
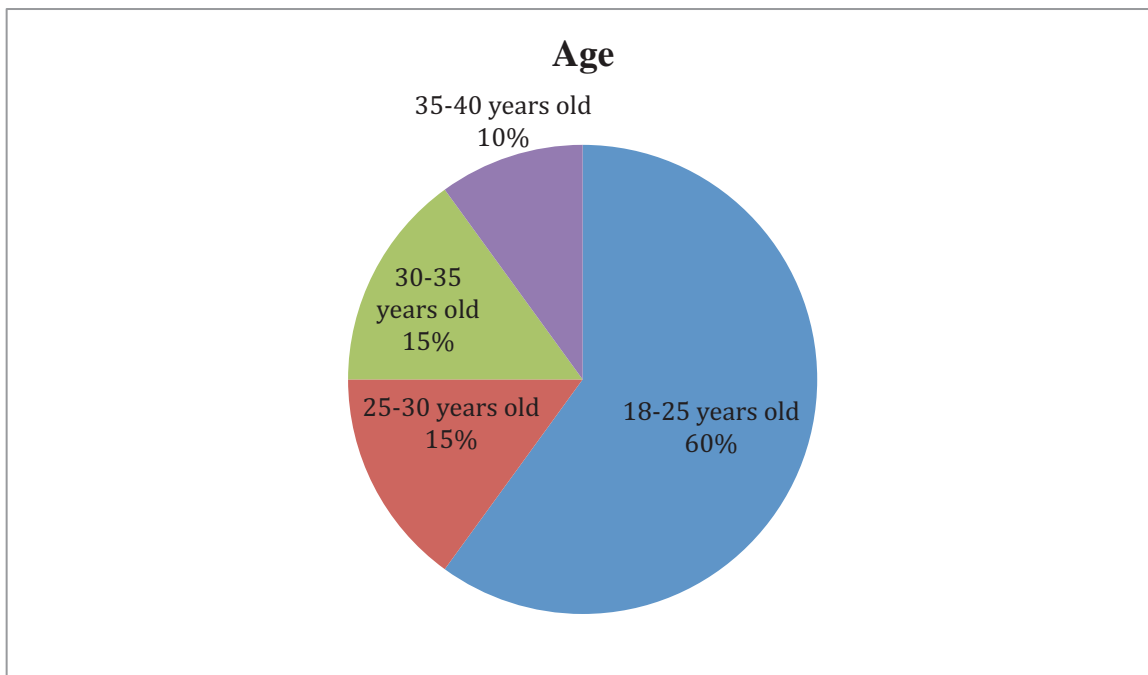
Gender:
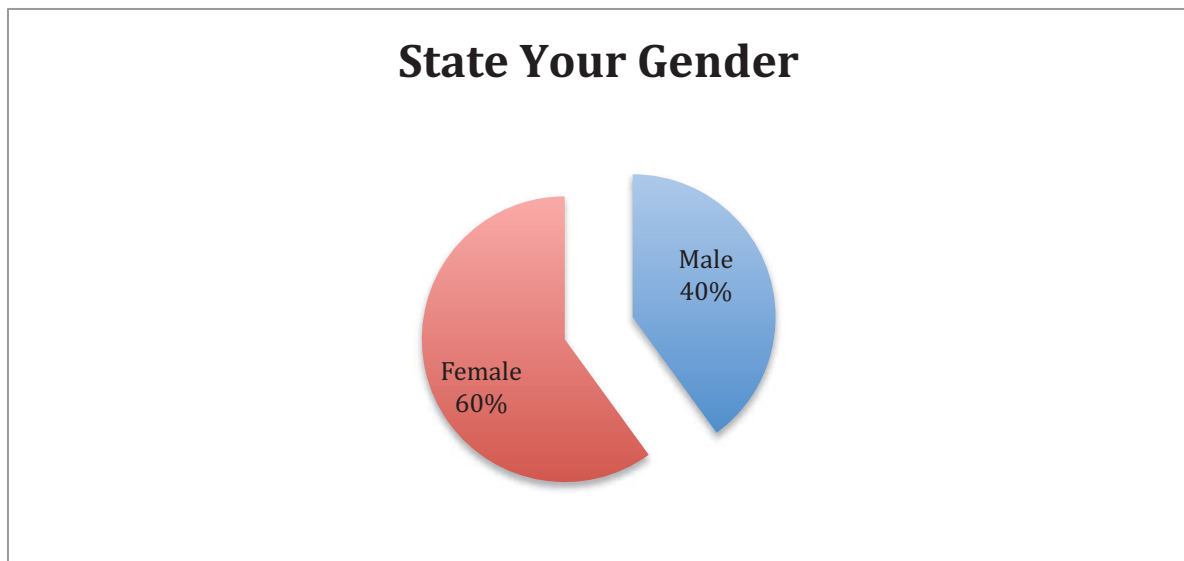
The results of this statement were 60% of respondents were female and 40% of respondents were male.

State your race or ethnicity:

State Your Race or Ethnicity
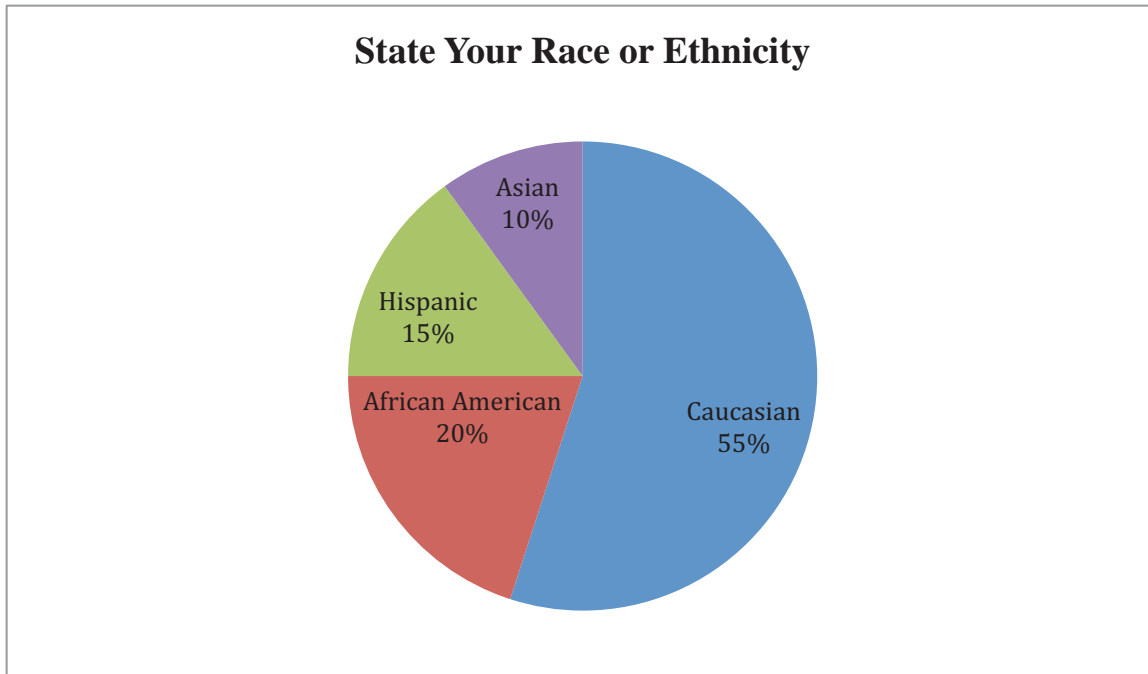
This statement resulted in 55% of Caucasian respondents; 20% of African American

respondents; 15% of Hispanic respondents and 10% of Asian respondents.

Please state your age:

Age

This statement resulted in 60% of respondents being between the ages of 18-25 years old; 15% of respondents being between the ages of 25-30 years old; 15% of respondents between the ages of 30-35 years and 10% of respondents being between the ages of 35-40 years old.

Please circle the highest level of education you have acquired:
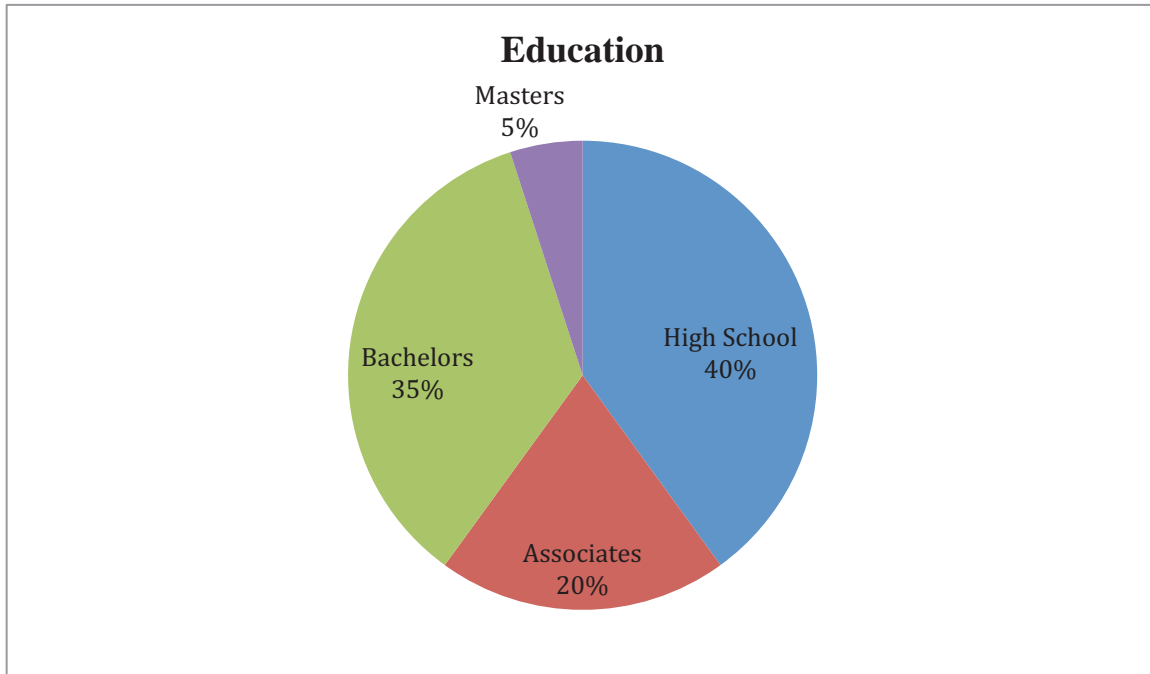
The results of this statement are: 40% of respondents have a high school education; 20% of respondents have an Associate's degree; 35% of respondents have a Bachelors degree and 5% of respondents have a Master's degree.

**How many years of industry experience do you have?**
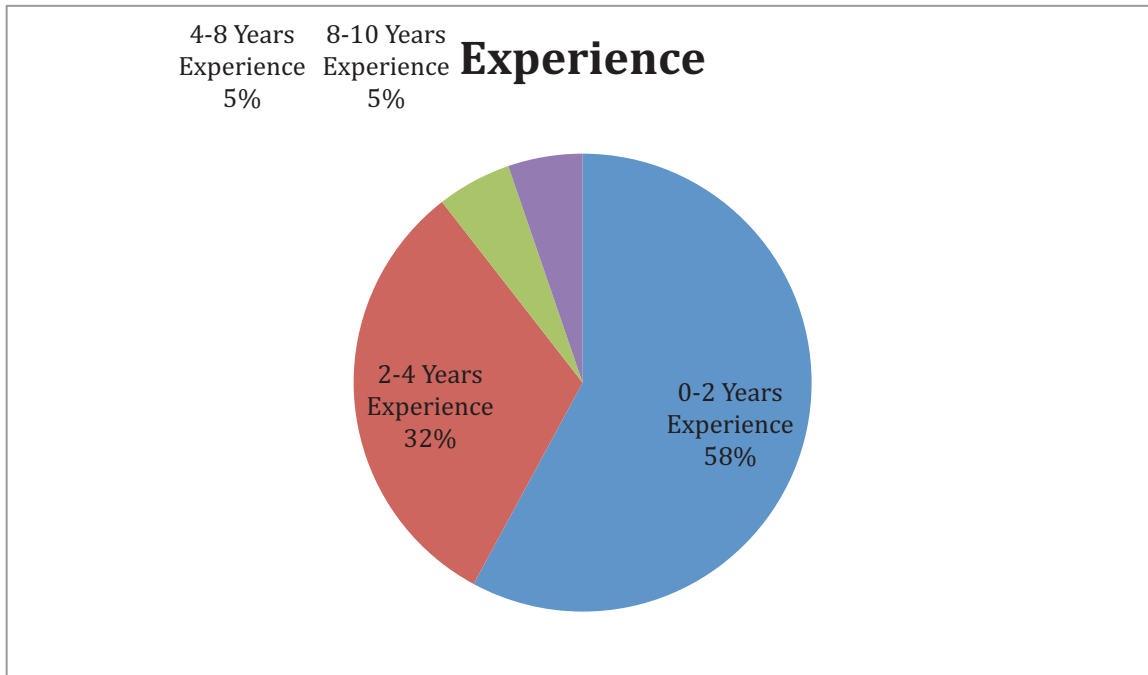
The results of this statement are 55% of respondents have 0-2 years experience; 30% of

respondents have 2-4 years experience; 5% of respondents have 4-8 years experience and 5% of

respondents have 8-10 years experience.

The survey.

The survey was graded on a Likert scale 1=Highly Disagree; ;2= Somewhat Disagree; 3=

Neutral, 4= Somewhat Agree, 5= Highly Agree and if a respondent did not answer the question it

was marked not applicable.

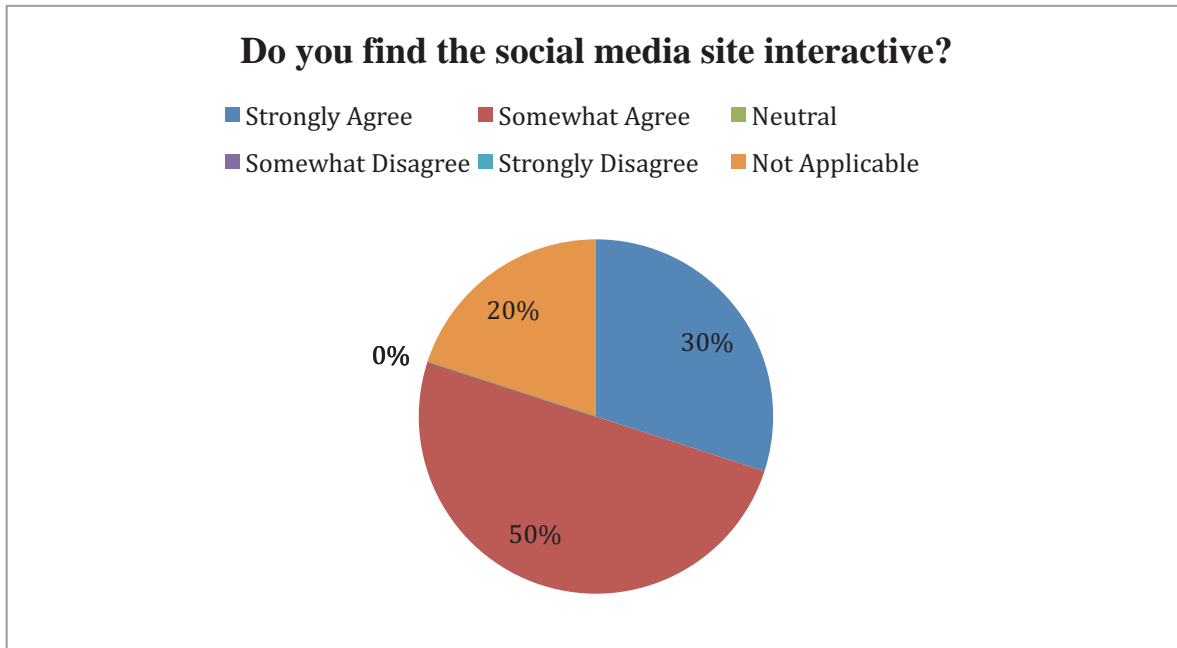The participant's answers are as follows:

The first question asks participants: When applying online was the application easy to navigate?

When applying online was the application easy to navigate?

- Highly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Highly Disagree
- Not Applicable

0%   5%

20%

75%
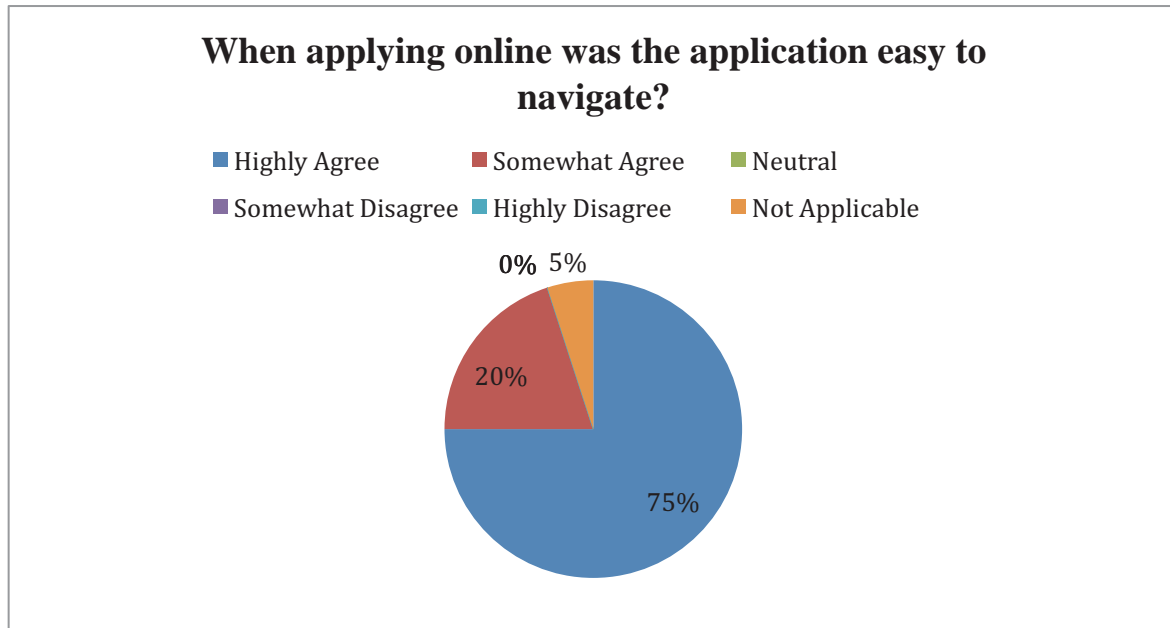
Figure 1: Pie chart of Question 1 results. Participants were asked if when applying online to a open job posting was easy to navigate.

Question one resulted in 75% of respondents highly agreeing that when applying online the application was easy to navigate. Only 20% of respondents somewhat agreed that the online application was easy to navigate and 5% of respondents chose not applicable.
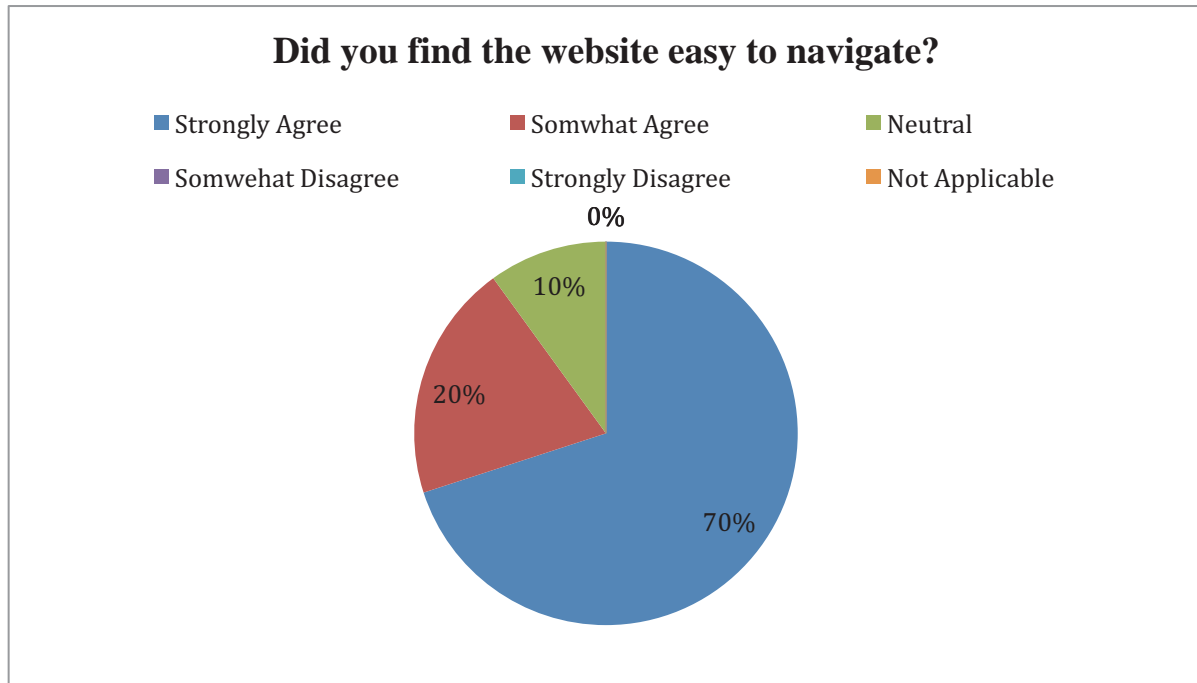
Question 2. The participants were asked: Do you find the social media site interactive?

Do you find the social media site interactive?

■ Strongly Agree　　■ Somewhat Agree　　■ Neutral
■ Somewhat Disagree ■ Strongly Disagree ■ Not Applicable

20%

0%

30%

50%

Figure 2: Pie Chart of Question 2 results. Participants were asked if when using a company website if the website was interactive.

Question two (2) resulted in 50% of respondents somewhat agreeing that the online site was

interactive. Whereas, 30% strongly agreed that the online site was interactive and only 20% of

respondents were not applicable.

Question 3 The participants were asked: Did you find the website easy to navigate?

Did you find the website easy to navigate?

- ■ Strongly Agree
- ■ Somwhat Agree
- ■ Neutral
- ■ Somwehat Disagree
- ■ Strongly Disagree
- ■ Not Applicable

0%
10%
20%
70%

Figure 3: Pie Chart of Questions 3 results. Participants were asked if the website was easy to navigate.

Question 3. The participants were asked: How effective did you find the online communication (i.e. Company History, Career Benefits)?

Question three (3) resulted in 70% of respondents strongly agreeing that the website was easy to navigate. However, 20% of respondents found the website somewhat easy to navigate and 10% of respondents were neutral on this specific question.

Question 4 The participants were asked: The presentation of information online was it effective (i.e. Company History, Career Benefits)
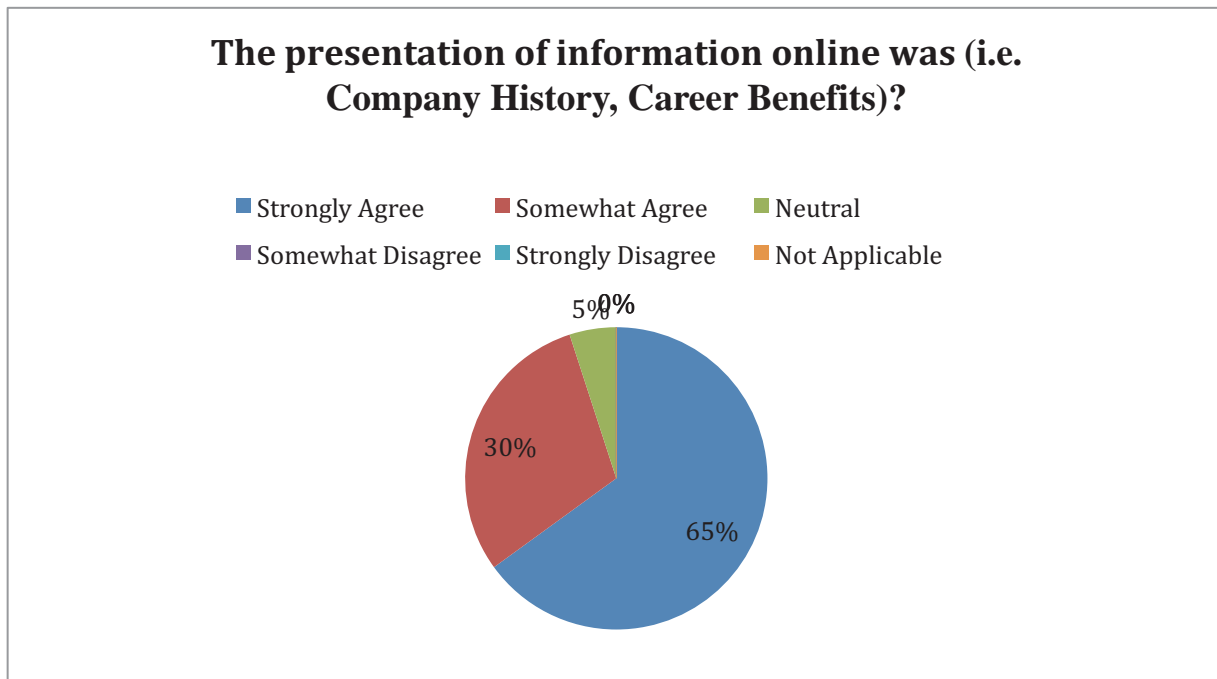
Figure 4: Pie Chart of Questions 4 results. Participants were asked how effective was the online presentation of information (i.e. Company History, Career Benefits)?

Question four (4) resulted in 65% of respondents strongly agreeing that the online

communication was effective. Whereas, 30% of respondent somewhat agreed that the online

communication was effective and 5% of respondents chose not applicable.

Question 5. The participants were asked: How likely is it that you would recommend our online job advertisements to a friend/colleague?
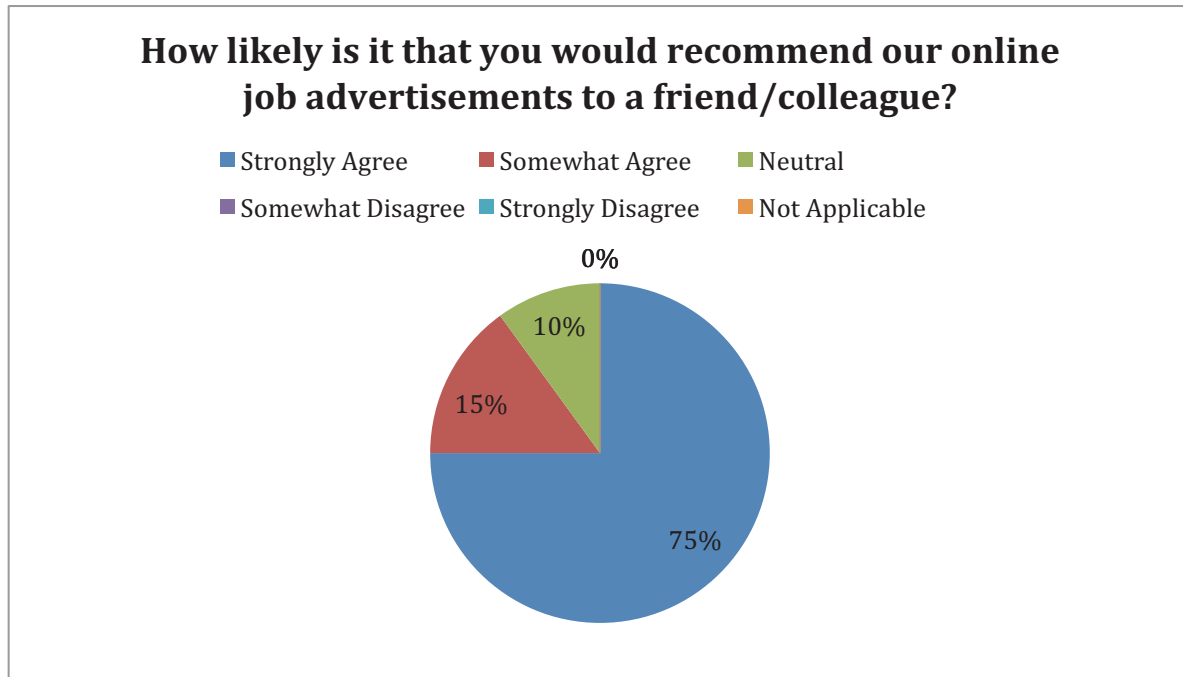
Figure 5: Pie Chart of Questions 5 results. How likely is it that you would recommend our online job advertisements to a friend/colleague?

Question five (5) resulted in 75% of respondents strongly agreeing that they would recommend the online job advertisements to a friend or colleague. However, 15% somewhat agreed that they might recommend the online advertisement and 10% of respondents were neutral.

Question 6. The participants were asked: Did you find our online advertisements (Linkedin, Facebook and Twitter) appealing?
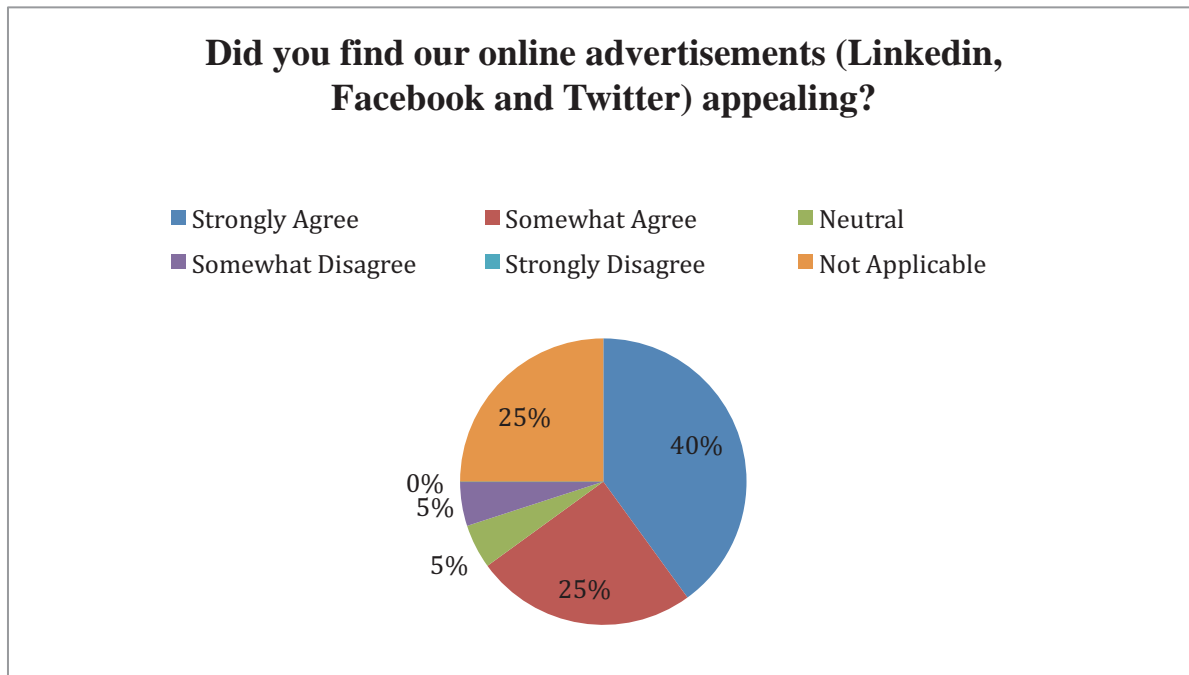
Figure 6: Pie Chart of Questions 6 results. Did you find our online advertisements (Linkedin, Facebook and Twitter) Appealing.

Question six (6) resulted in 40% of respondents strongly agreeing that the online advertisements were appealing however, 25% of respondents somewhat believed that online advertisements to be appealing. On the other hand, 25% of respondents were not applicable and 5% of respondents somewhat disagreed and were neutral when asked the same question.

Question 7. The participants were asked: Do you think our online advertisements are effective to you as a job seeker?
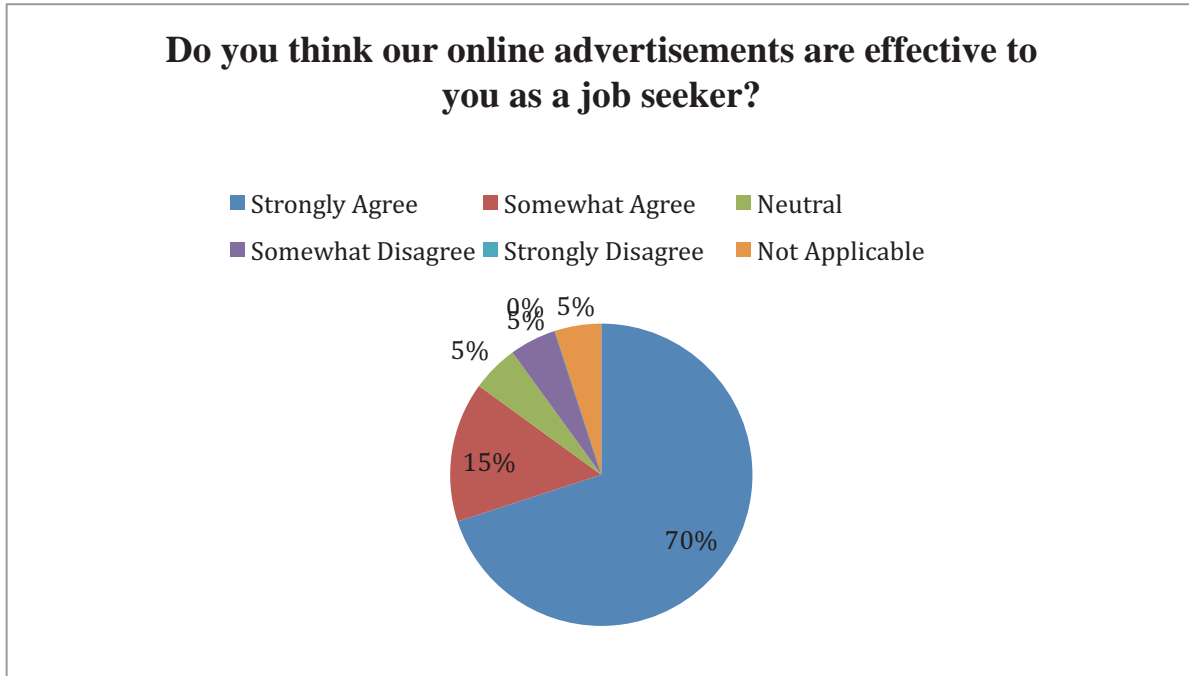
Figure 7: Pie Chart of Questions 7 results. Do you think our online advertisements are effective to you as a job seeker?

Question seven (7) resulted in 70 % of respondents highly agreeing that the company's online advertisements were effective to them as job seekers and 15% of respondents somewhat agreed. Contrary to these opinions the last 15% of applicants were neutral (5%), somewhat disagreed (5%) or were not applicable (5%).

Question 8. The participants were asked: How likely are you to visit our online job website again?
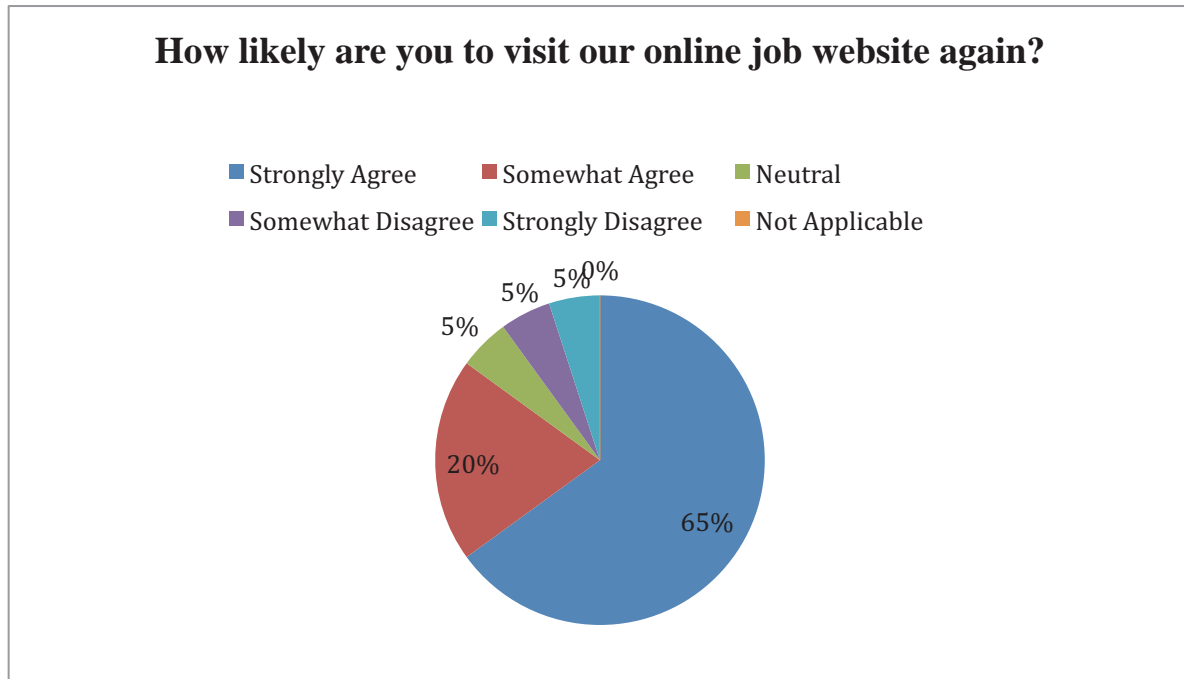
Figure 8: Pie Chart of Questions 8 results. How likely are you to visit our online job website again?

Question eight (8) resulted in 65% of respondents strongly agreeing that they were visit the online job website again and 20% of respondents answered that they may (somewhat agree) visit the website again when seeking a new job opportunity. Additionally, 15% of respondents either were neutral (5%), somewhat disagree (5%) or strongly disagreed (5%) that they were visit the website again.

Question 9. The participants were asked: Overall, how satisfied are you with our online application system?

How satisfied are you with our online application system?

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree
- Not Applicable

0%

10%

10%

80%
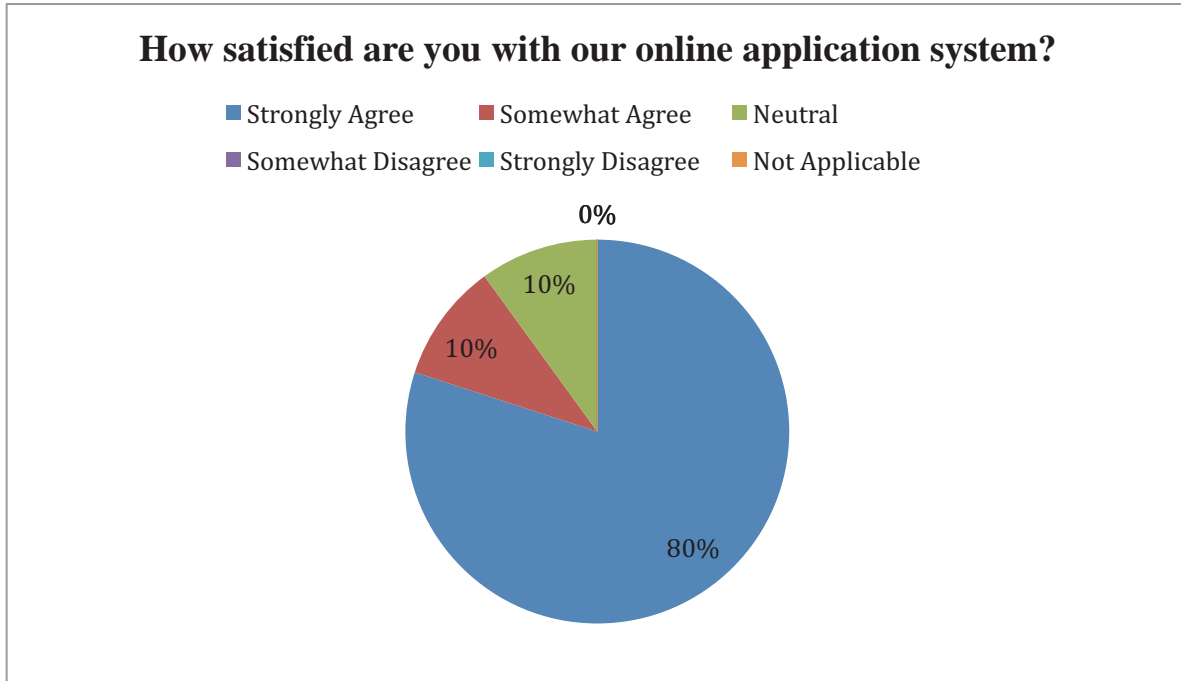
Figure 9: Pie Chart of Questions 9 results. How satisfied are you with our online application system? Overall, please rate our online professionalism?

Question nine (9) resulted in 80% respondents strongly agreed that they were satisfied with the online application site. Additionally, 10% of respondents were neutral and 10% respondents chose that they somewhat agree that they were satisfied with their online application.

Question 10. The participants were asked: Overall, please rate our online professionalism?
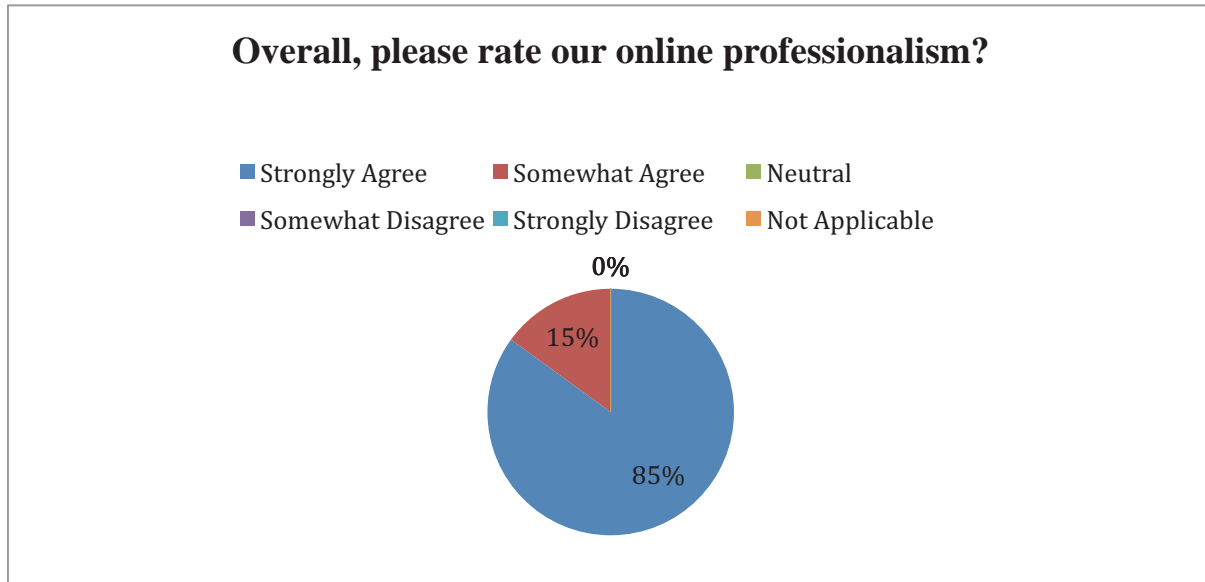
Figure 10: Pie Chart of Questions 10 results. Overall, please rate our online professionalism?

Question ten (10) resulting in 85% of respondents strongly agreed the online communication and advertisements were professional and only 15% of respondents somewhat agreed with the statement.

Question 11. Participants were asked: Do you feel social media is a good way to connect with businesses?
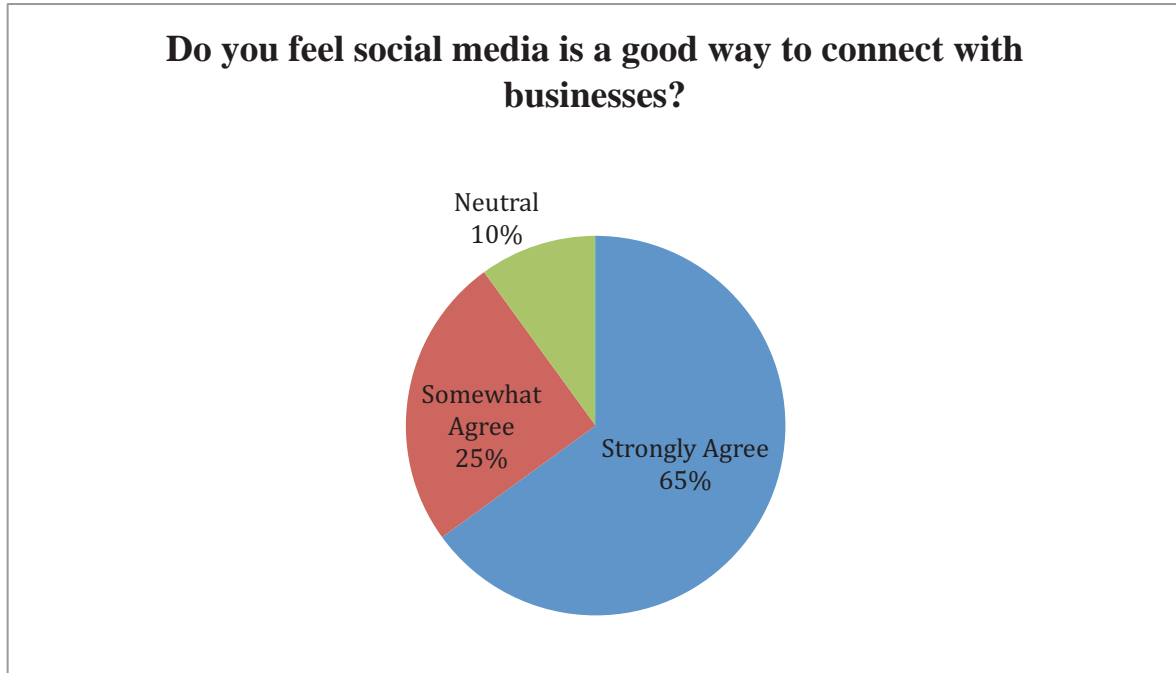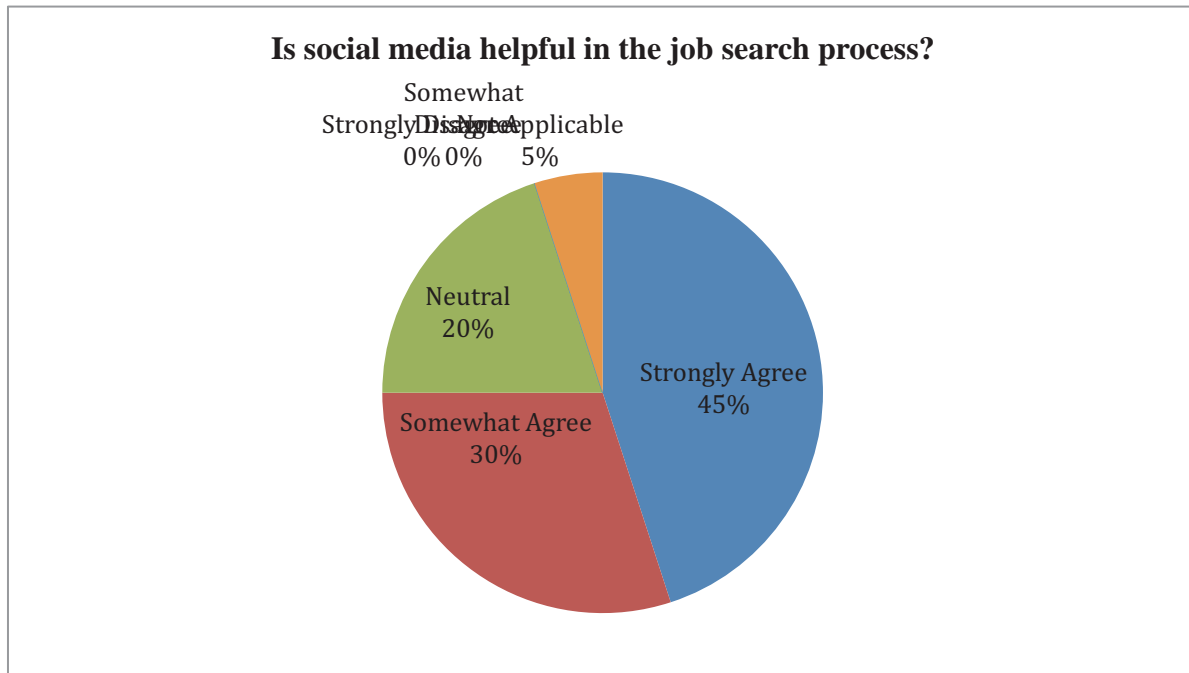

Figure 11: Pie Chart of Questions 11 results. Do you feel social media is a good way to connect with businesses?

Question eleven (11) resulting in 65% of respondents strongly agreeing that social media is a good way to connect with businesses. However, 10% of respondents were neutral and 25% of respondents somewhat agreed with the question.

Question 12. Participants were asked: Is social media helpful in the job search process?

Figure 12: Pie Chart of Questions 12 results. Is social media helpful in the job search process?

Question twelve (12) resulted in 45% of respondents strongly agreeing that social media is helpful in the job process; 30% of respondents somewhat agreed that social media is helpful and 20% of respondents were neutral and 5% of respondent stated not applicable.

Question 13. Participants were asked: Would you use social media again to search for a job?

Would you use social media again to search for a job?

- Somewhat Disagree 0%
- Strongly Disagree 0%
- Not Applicable 15%
- Neutral 20%
- Somewhat Agree 25%
- Strongly Agree 40%
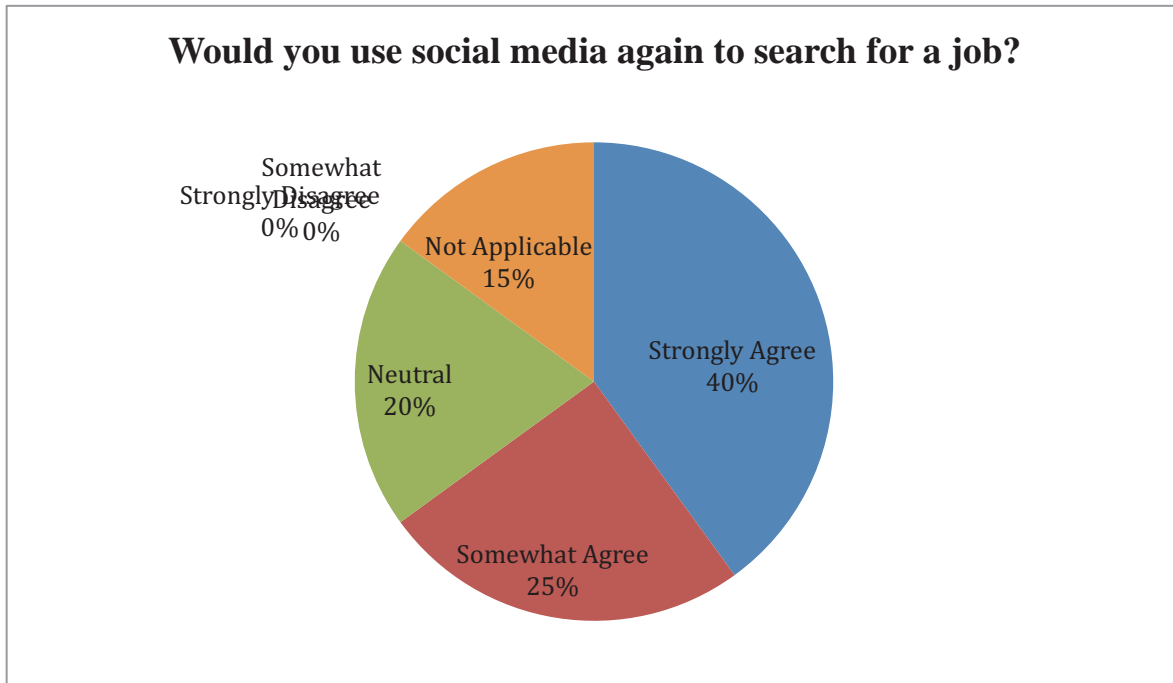
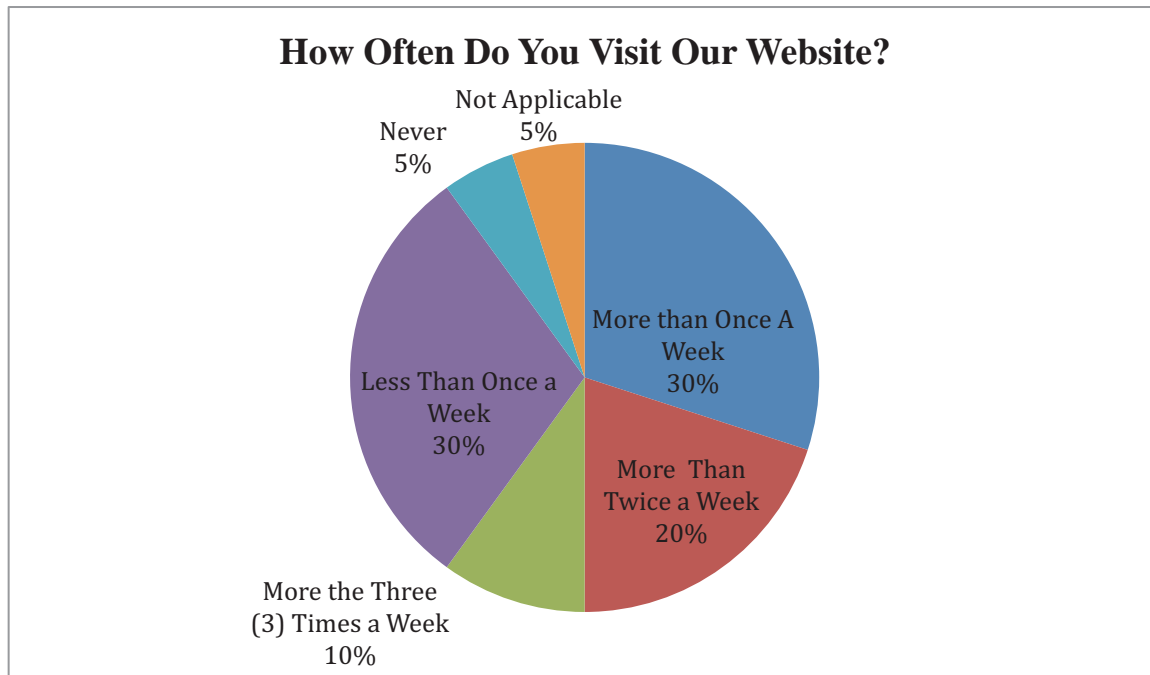*Figure 13: Pie Chart of Questions 13 results. Would you use social media again to search for a job?*

Question thirteen (13) resulted in 40% of respondents stating they strongly agreed that they would use social media again their job search and 25% of respondents somewhat agreed that they would use social media to job search in the future. However, 20% of respondents were neutral and 15% of respondents were not applicable.

In the next following questions the 20 prospective job seekers were asked to state their answers to the questions.

Question 1b. How often do you visit our website?

Figure 1b: Pie Chart of Questions 1 results. How Often Do You Visit Our Website?

Question 1b resulted in 30% of respondents checking the website more than once; 20% of respondents stated that they check the website more than twice a week and 10% of respondents stated that they checked the website more than three times a week. Participant ten (10) states that they visited the website 3 times after they applied for a job online. Additionally, 30% of respondents state that they check the website less than once a week and 10% of respondents never check the website or were not applicable.

Question 2b. On your last visit, what was the primary reason for visiting our website?
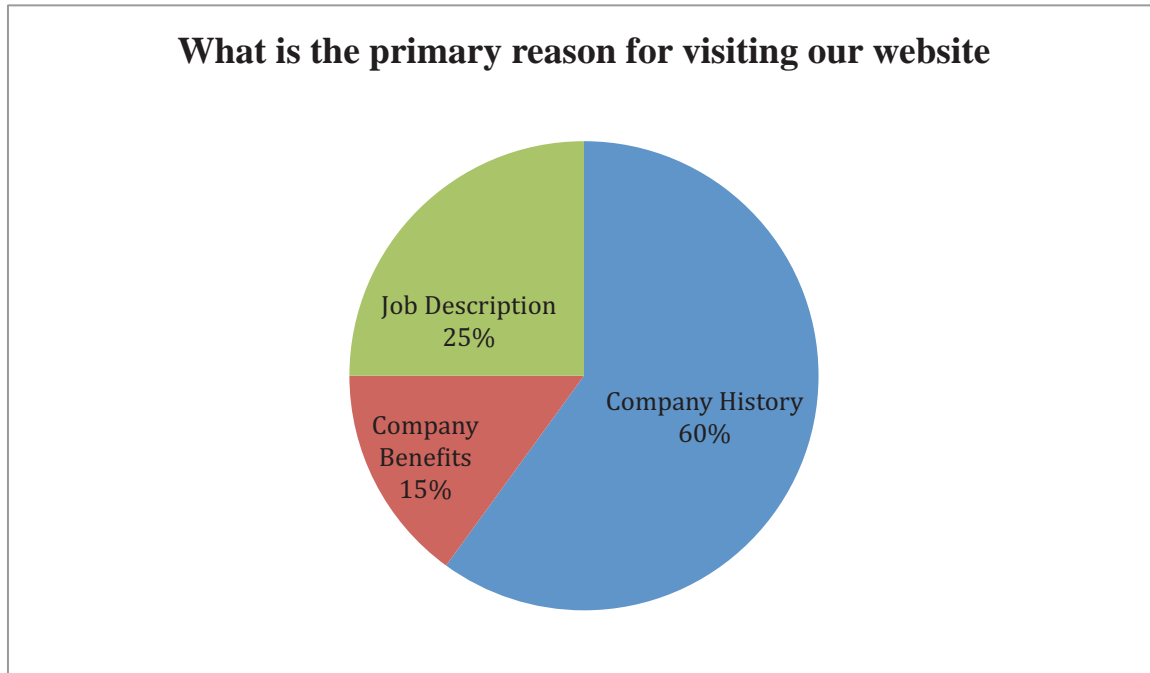
Figure 2b: Pie Chart of Questions 2 results. What is the primary reason for visiting our website?

Question 2b resulted in 60% of respondents main reason for visiting the website was to read the

company history; 15% of respondents main reason for visiting the website was to know more

information about the company benefits and 25% of respondents main reason for visiting the

website was to learn more about the job description they are interviewing for.

Question 3b. Do you have any suggestions for improving our online services in regards to our job application?

Do you have any suggestions for improving our online services in regards to our job application?
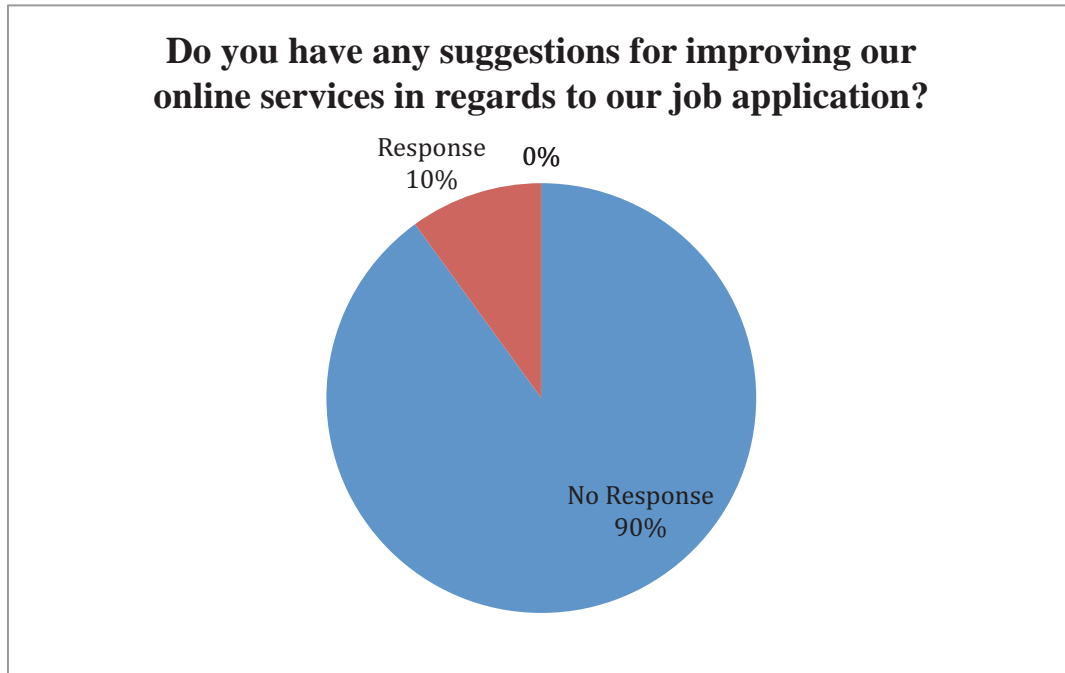
Figure 3b: Pie Chart of Questions 3 results. Do you have any suggestions for improving our online service in regards to our job application?

The results of Question 3b are: 90 % of respondents gave no response because they felt the website could not use any upgrades and 10% of respondents stated a response. Participant three (3) states that if the company would upgrade the volunteer and charity webpage it would help the public get more information about the company's charitable works. Participant eight (8) states that if the company would use better flash media online users could better interact with the company.

Question 4b. Did you find the current position that you are interviewing for through social media?

Did you find the current position that you are interviewing for through social media?

25%

75%
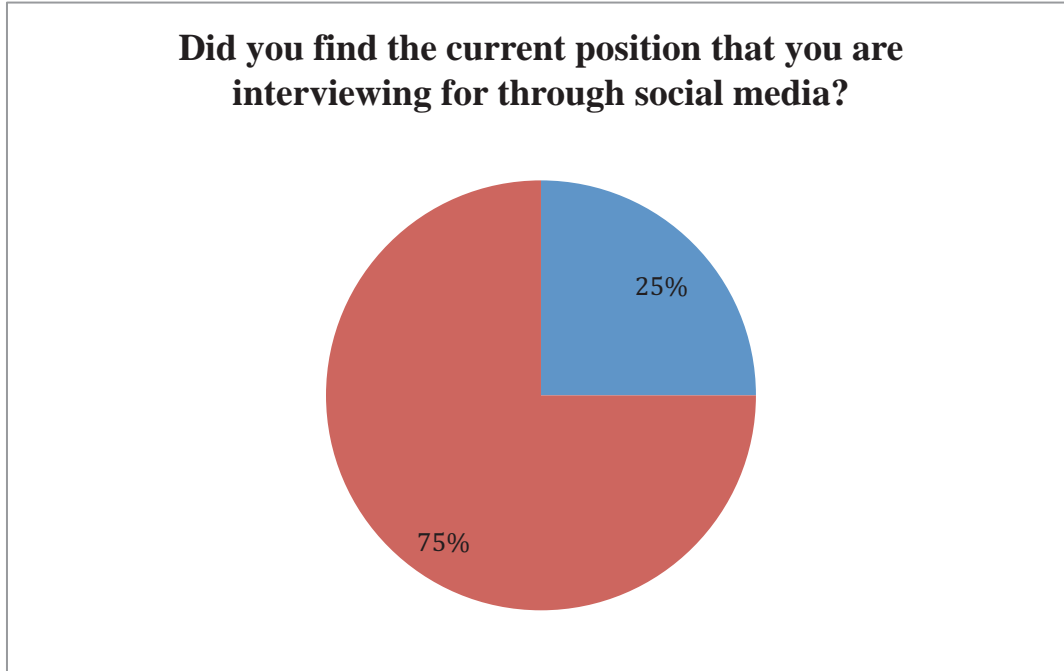
Figure 4b: Pie Chart of Questions 4 results. Did you find the current position that you are interviewing for through social media?

The results of this question 4b are 75% of respondents found the job they are interviewing for through social media and 25% of respondents stated they found the job through another source (i.e. referral or job fair).

Question 5b. Do you prefer communicating to a company representative online, face-to-face, or over the phone? If so, why?
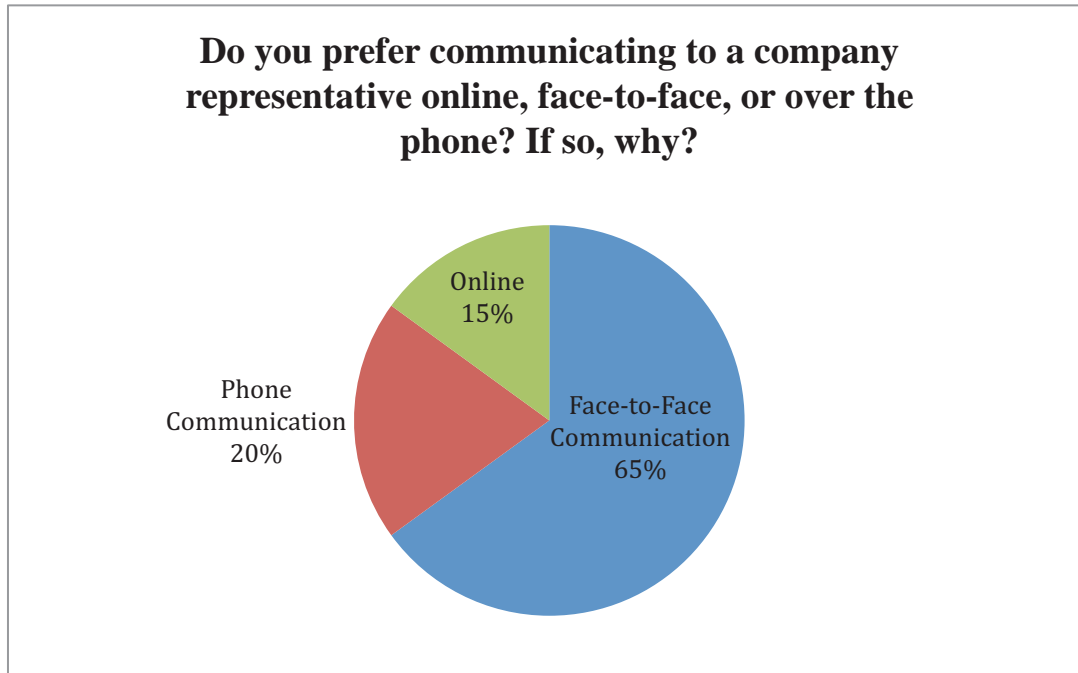
Figure 5b: Pie Chart of Questions 5 results. Do you prefer communicating to a company representative online, face-to-face, or over the phone?

The results of question 5b are 65% of respondents answered they prefer face-to-face communication. Participant three (3) states that face-to-face communication offers more information because you can see the other person's facial expressions. Participant six (6) states that face-to-face communication is more personable. However, participant seven (7) states sometimes it's easier to discuss matters over the phone because you cannot see the other person's face.

Question 6b. What is your favorite social media site and why?
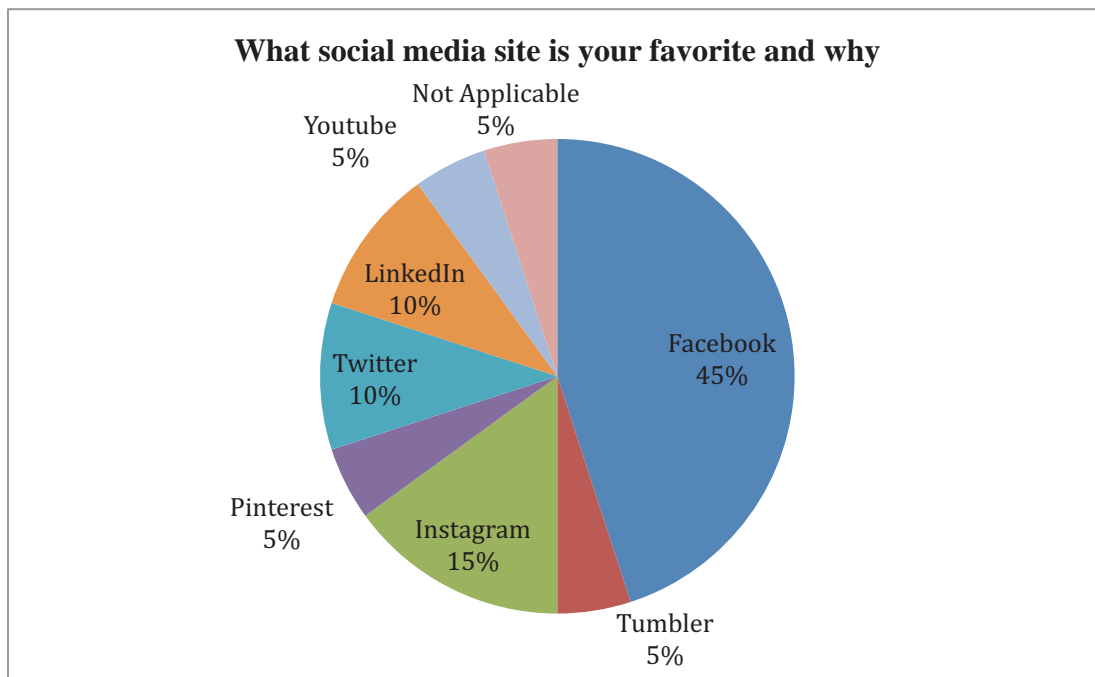
Figure 6b: Pie Chart of Questions 6 results. What is your favorite social media site and why?

Question six (6b) resulted in 45% of respondents stating that Facebook is their favorite social

media site to use. Participant one (1) states that Facebook keeps them up-to-date on everything.

Participant two (2) states that Facebook and Twitter is an easy way to navigate and speak with

people. Additionally, 5% of participants say that Tumbler is a fun and easy way to connect with

others and 15% of participant's state that Instagram is a creative way to connect. Participant

twelve (12) states that Instagram is fun because they can look at pictures of their friends.

Pinterest also has 10% of participant's interest on social media. Participant eighteen (18) states

they like to connect on Pinterest with friends and others because they feel they can connect on a

level that is different from Facebook and Twitter. Twitter and LinkedIn have 20% of the

participant's interest. This question concludes with 20% of participants stating that YouTube

(10%) is the favorite following 10% of participants not responding this statement.

Question 7b. What information do you search for online when researching a company?
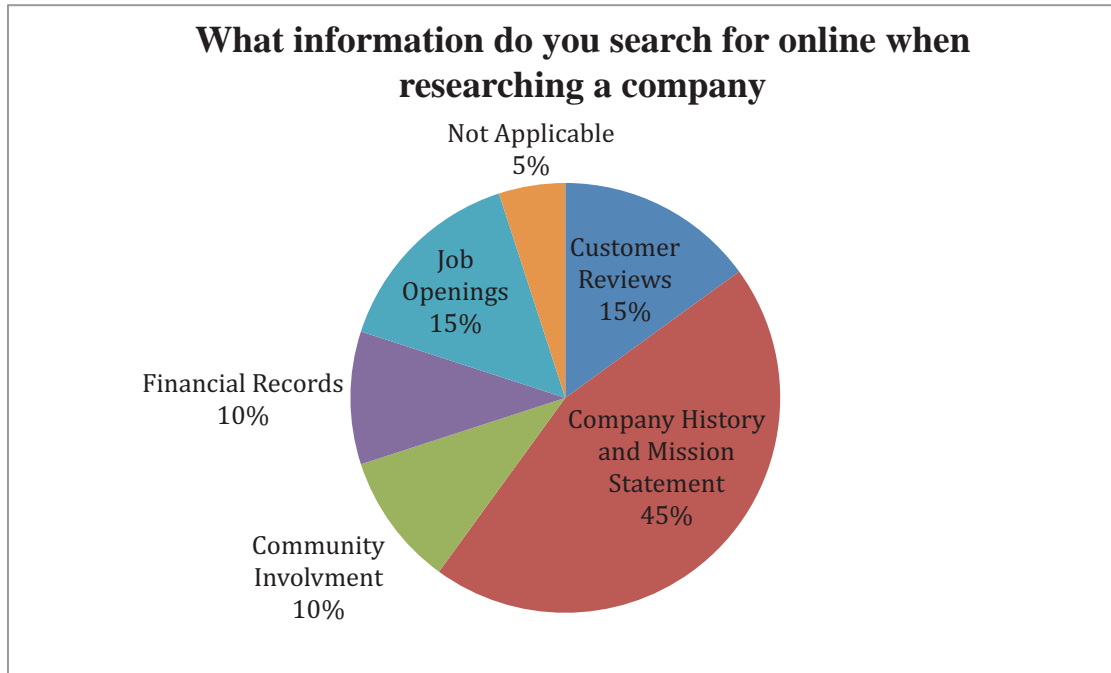
Figure 7b: Pie Chart of Questions 6 results. What information do you search for online when researching a company?

The results of question 7b resulted in 15% of participants researching customer reviews online; 45% of participants researching company history and mission statement; 5% of participants searched for company community involvement; 10% of participants searched for the financial statements of the company; 15% of participants searched for the job application and description and 5% of participant statements were not applicable.

Following the survey the researcher asked how the participant discovered the position. The results are as follows:

Please circle how you discovered our open positions

Other 25%
Indeed 25%
Job Fair 10%
Careerbuilder 10%
Company Webiste 25%
Facebook 0%
LinkedIn 0%
Twitter 5%
0%
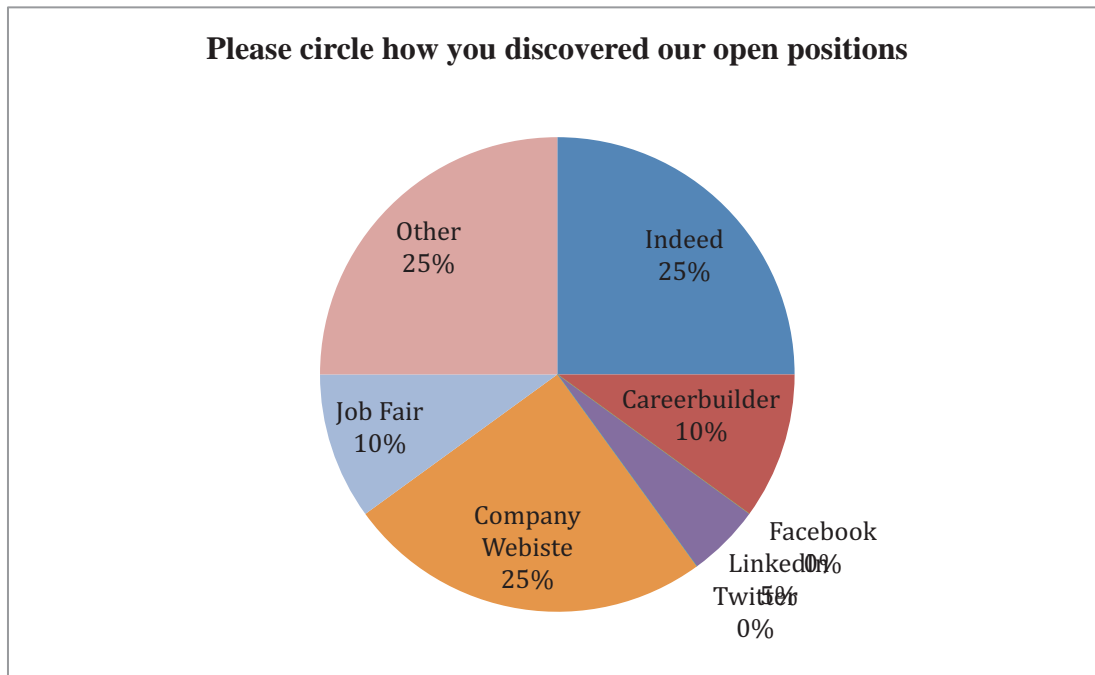
Pie Chart of Questions results. Please circle how you discovered our open positions.

The last statement of the survey resulted in 25% of respondents using the company website to discover a open position; 25% of respondents found the open position from another source (i.e. referral) and 25% of respondents used Indeed to find a job opening. Indeed, is the number one online job search engine for prospective job seekers to search for jobs online (Indeed, 2014). Additionally, 10% of respondents discover the open position at a job fair; 10% of respondents also discovered the open position through Careerbuilder and finally 5% discovered the current open position on LinkedIn.

Survey based conclusions. Based on the results of the 20 question, 20 participant survey the researcher was able to draw conclusions. The majority of the respondents, 2/3 to 3/4, strongly agreed to some level that social media is the driving force for users to discover information about companies and employment. However, many prospective job seekers still prefer face-to-face

communication (See Figure 5b) rather than online communication. Additionally, all of the

prospective job seekers agreed that they utilize some form of social media to connect with

companies (See Figure 4b) with the most popular being Facebook (See Figure 6b). One

participant mentioned on their survey that Facebook is everywhere and everyone is using it on a

daily basis to connect with individuals from all parts of the world.

The Interviews. The interviews took place with five currently employed individuals. They were

asked a series of 17 questions (See Appendix C) in an in person, face-to-face interview the week

of November 9-15, 2014. The following chart will provide the question and each of the

respondent's answers. Their identities will remain confidential.

Question	Interview A	Interview B	Interview C	Interview D	Interview E
1.) Do you use social media to communicate to others?	yes	yes	yes	yes	yes
2.) How many times a week do you use social media	Since I am in Marketing I use social media more than 20 times a week	I use social media 4-5 times a week regarding my availability	I love social media I will use it at least 10-15 times a week	Social media is my life I use it everyday. I would say at least 25 times or more a week	I do not use it as much right now but on a good week 2-3 times.
3.) What online website do you go to look for employment?	Indeed	Careerbuilder	Indeed	Indeed	Indeed
4.) Do you follow any businesses online?	Yes	Yes	Yes	Yes	Yes
5.)If yes, what social media	Facebook	Facebook	LinkedIn	Facebook	LinkedIn
5.)If yes, what social media platform is it?	Facebook	Facebook	LinkedIn	Facebook	LinkedIn

6.) If you follow a business online how well do you think you know the company?	very well	Somewhat	Yes	Most definitely	Yes
7.) How would you like businesses to communicate to you online?	I would like them to tag me on Facebook	An email acknowledging me	A LinkedIn connection would be nice	An email	An email
8.)Do you like for businesses to contact you through social media?	Yes	I do not know depends on the situation	Maybe	Yes	Yes
9.) Did you find your current job using social media?	No, I was a referral	No, I found my job at a Job Fair	Yes	Yes	Yes
10.) If yes, what online platform did you use?	N/A	N/A	Indeed	Indeed	Indeed
11.) Did you research your current employer online before/during the application process?	Yes	Yes	Yes	Yes	Yes
12.) Have you ever connected with a potential employer online?	Yes	Yes	Yes	Yes	Yes
13.) If yes, what was the result?	I received a interview	Nothing	I received a kind email	I had a interview and received the job	Nothing Happened
14.) What resources do you use when conducting a job search?	Google	Facebook	Glassdoor.com	Facebook	Facebook
15.) What are your primary reasons for visiting a businesses'	To find information about the company	To research the company	To look at customer or previous employee	Open job opportunities	To find information about the company

and effective when communicating their brand?	branding and marketing				

Interview based conclusions. Upon the completion of the interviews, the results of both the

hard-copy survey and the interviews provided the researcher with conclusions. All interviewees

have either a Facebook or a LinkedIn account and all interviewees utilize social media more than

two times a week. Additionally, 2/5 interviewees prefer for businesses to reach out to them

through social media platforms LinkedIn and Facebook and 3/5 interviewees prefer a personal

email from the business. Furthermore, 4/5 interviewees believe that they know the company well

when they follow them on a social media platform, however only one interviewee (B) believes

they might not know the company well because of intentional spin of information to make the

company sound better online. Three out of five (3/5) interviews found that their current

company's website was interactive, whereas Interviewee A did not feel the company was

interactive. Additionally, all interviewees agreed that they follow businesses on social media to

find information about the company and review employee and customer reviews.

Discussion

RQ 1: How easy was it for intended job seekers to find the online advertisement?

According to the survey results 40% of respondents/prospective job seekers stated that

the company's online advertisements were appealing and easy to find; whereas 25% of

respondents felt it was not appealing or easy to find and the other 25% of respondents were not

applicable. However, since 75% of the applicants found the current position they are

interviewing for through social media (See Survey question 4b) the final survey question asked

respondents how they discovered the open position that they were interviewing for. Those results

concluded that 25% of respondents used Indeed to find a job opening, 10% of respondents

discover the open position at a job fair; 10% of respondents used Careerbuilder and finally 5%

discovered the current open position on LinkedIn.

    Additionally, when the researcher asked the five interviewees what online resources do

they utilized when conducting a online job search one out of five (1/5) chose Google, three our

of five (3/5) chose Facebook and one out of five (1/5) choose Glassdoor.com to find employment.

But, when the interviewees were asked how they found their current position three out of five

(3/5) stated they used Indeed to find employment and two out of five (2/5) stated not applicable.

These conclusions prove that most of the prospective job seekers and current employees find

social media platforms, like Indeed, to be an easy way to find open positions because these

online advertisements direct the applicant to the company website for further information.

RQ 2: Were the online advertisements engaging, inviting and interactive, why or why not?

    According to the survey results 75% of respondents/prospective job seekers stated that

the application was easy to navigate; whereas 20% of respondents felt it was not easy to navigate

(See survey question 4b for results). The results of survey question 2 asked

respondents/prospective job seekers if the website was interactive and 50% of

respondents/prospective job seekers stated that the website was somewhat interactive and 30%

did not the find the website interactive at all. One thought as to why the respondents/ prospective

job seekers did not find the website easy to navigate is the lack of interactive features guiding the

user through the website to the open positions or company information.

    The aim of this research was to discover how businesses could communicate more

effectively to prospective job seekers by utilizing social media platforms. Based on the above

conclusions, the researcher can conclude that social media is being used by all prospective job

seekers and current employees. Again, while face-to-face communication is the preferred way of interaction among those the researcher interviewed it is strongly apparent that social media is becoming the main form of communication among individuals in today's workforce.

Referring to Todd Giltin's idea of the media torrent theory (Gitlin, 2007), it can be concluded that the media over saturates our lives as consumers. This oversaturation of social media allows users to be transported to a virtual community where they can discover information about people and companies. However, due to this oversaturation of social media platforms it can be difficult for online users to see the truth behind the online message. Therefore, if businesses can market their products and services on the right online social media platforms businesses can target the correct audience and get the most accurate online message to the consumer. For example, interview question #14 asks the five interviewees which social media platform they use when searching for a job online. Interviewee A searches the online platform Google for employment, Interviewee B,D, and E utilize Facebook and Interviewee C prefers Glassdoor.com to learn more about a company from reviews written by former and current employees.

Joseph Walther's, social information processing theory (SIP), can also be applied to the results of this study. As previously, mentioned in the theoretical framework, social information processing theory states, "[online] relationships grow only to the extent that parties gain information about each other" (Griffin, 2012, p.139). As a result, most of the respondents to this study would suggest that website interactivity would behoove the organizations mission to connect with prospective job seekers. Therefore, per Walther's theories he implies that interactivity features would generate more robust online relationships between prospective job seekers and an organization.

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Additionally, because online relationships grow only to the extent that parties gain information about each other it is important for organizations to have positive information online rather than negative information. Because prospective job seekers and current employees' attitudes are affected by what other people say, write and think about a company, see question 3 in the survey discussion section and survey question 7, positive comments help prospective job seekers to feel more comfortable applying online as well as trusting the company brand. As a result, positive online information allows prospective job seekers the opportunity to build relationships with the interviewer/ recruiter because they can discuss some of the same topics and learn more about each other during the interview process.

CHAPTER 5: SUMMARIES AND CONCLUSIONS

Limitations of the Study

One limitation that the researcher discovered was the amount of time to conduct the interviews and surveys. Although the researcher received feedback from twenty-five (25) participants most of those who participated in the study were under the age of thirty. If the researcher had more time to conduct interviews and surveys a larger and more representative participant pool could have been selected.

Recommendations for Further Study

This study would benefit from a larger sample of prospective job seekers. However, since online platforms vary it would be useful to compare results with other companies to see if similar or different results occur when companies use different social media platforms and strategies to connect.

Conclusions

The purpose of this study was to assess the effectiveness of a corporate website/social media effort to inform and recruit job applicants. The researcher of this study focused on two main research questions. The first question asked current employees and prospective job seekers how easy was it to find the online advertisement and the second question asked if the online advertisements were engaging, inviting and interactive?

The results of the findings concluded that the majority of prospective job seekers look to social media to gain information about a company. As previously mentioned, companies who engage potential new hires through online platforms give prospective job seekers valuable information about the company culture, the companies benefit, as well as the company outreach and development plans. This online information sparks the interest of the prospective job seeker and exposes the company's culture. As a result, organizations that use interactive messages to engage the interest of the prospective job seeker have an influential impact on the thought processes for both the company and job seeker thus, making social media communication increasingly more important as businesses venture into the future.

However, in order for companies to know which online platform online job seekers are utilizing for information it is important to know and understand which online platforms are most popular. Therefore, a significant part of this study was to identify which online/social media platforms are most popular when prospective job seekers are seeking to find jobs and company information online. Through analyzing online communication tactics the researcher of this study utilized the social communication theories of Todd Giltin and Joseph Walther, to identify how

businesses can evaluate their communication tactics to more effectively connect with current employees and prospective job applicants.

This study concludes that most of the prospective job seekers and current employees find social media platforms to be an easy way to find open positions because these online advertisements direct the applicant to the company website for further information. However, many employees also preferred to learn about the company face-to-face, rather than online. Additionally, with these findings businesses can effectively reach out to jobseekers because the researcher has identified which online platforms prove to be most popular. While this study does have some limitations, the goal of this study was to analyze and to assess social media platforms and aid in business communication that is effective and connects businesses and job seekers online.

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APPENDIX A:

Interview Consent Form

You are invited to participate in a research study conducted by Laura Tylka, from the Gonzaga University Department of Communication and Leadership Studies. Through this study I hope to assess the effectiveness of our organization's approach in using social media platforms to effectively communicate with prospective job seekers.

Your participation is voluntary. If you decide to participate, you are free to withdraw your consent and discontinue participation at any time without penalty.

If you should have any questions regarding this study please contact: Laura Tylka at ltylka@zagmail.gonzaga.edu or Dr. Pavel Shlossberg at shlossbergp@gonzaga.edu

You will be offered a copy of this form to keep.

Your signature indicates that you have read and understand the information provided above, that you willingly agree to participate, that you may withdraw your consent at any time and discontinue participation without penalty, that you will receive a copy of this form, and that you are not waiving any legal claims.

Signature _____

Date_____

APPENDIX B:

Online Job Search Engine Survey

You are invited to participate in a graduate research study conducted by Laura Tylka, from the Gonzaga University Department of Communication and Leadership Studies. From this study I hope to learn how businesses can more effectively communicate and advertise to online job seekers who use social media platforms to connect with employers. Your anonymous participation in this study is voluntary and no individual tracking information will be kept. Additionally, if you decide to participate in this study any information that is gathered from this survey will only be used for narrow research purposes to assess the quality of the company's social media strategy and will NOT play a role in any employment decisions.

Please note: *Your participation is voluntary. If you decide to participate, you are free to withdraw your consent and discontinue participation at any time without penalty.

If you should have any questions regarding this study please contact: Laura Tylka at ltylka@zagmail.gonzaga.edu or Dr. Pavel Shlossberg at shlossbergp@gonzaga.edu

The next several questions are optional:

1. Gender:

2. Race/Ethnicity:

1. Age: _____

2. Please circle your highest level of education:

High School   Associates   Bachelors   Masters   PH.D

3. How many years of indutsry experience do you possess?

_____
_____

For the next several questions, please number from 0-10 and write it next to each statement to indicate how much you agree with that statement

Response Scale:

0	1	2	3	4	5
Not Applicable	Strongly Disagree				Strongly Agree

1. _____ The online application site was easy to navigate

2. _____ The company's social media site was interactive

3. _____The company's social media site was informative

4. _____ The online advertisements (Linkedin, Facebook and Twitter) were appealing

5. _____ The company website was easy to navigate.

6. _____ The company website effectively communicated relevant employment information (i.e. Company History, Career Benefits)?

7. _____ I would recommend our online job advertisements to a friend/colleague

8. _____ The online job advertisements are effective

9. _____ I would visit the online job website again.

10. _____ I was satisfied with the online application system.

11. _____ Overall, the company's online sites convey professionalism.

12. _____ Social media is good way to connect with businesses.

13. _____ Social media helpful in the job search process.

14. _____ I would use social media again to search for a job.

In the next following questions please state your answers:

1. How often have you visited our website? _____

2. On your last visit, what was your primary reason for visiting our website?

   _____

3. Do you have any suggestions for improving our online services in regards to our job application?

   _____

4. Did you find the current position that you are interviewing for through social

media?_____

5. Do you prefer communicating to a company representative online, face-to-face, or over the phone? If

so, why? _____

6. What is your favorite social media site and why?

_____

7. What information do you search for online when researching a company?

_____

_____

_____

_____

Please circle how you discovered our open positions:

A. Indeed

B. Careerbuilder

C. Facebook

D. LinkedIn

E. Twitter

F. Company Website

G. Job Fair

H. Other:_____

APPENDIX C:

Interview Questions

1. Do you use social media to communicate to others?

2. How many times a week do you use social media?

3. What online website do you go to search for employment?

4. Do you follow any businesses online?

5. If, yes to question 4 what social media platform do you follow businesses on?

6. If you follow a business online how well do you think you know the company?

7. How would you like for businesses to communicate with you online?

8. Do you like for businesses to contact you through social media?

9. Did you find your current position using social media?

10. If yes to question 9, what online platform did you use?

11. Did you research your current employer online before/during the application process?

12. Have you ever connected with an employer/business online?

13. If yes to question 12, what was the result?

14. What resources do you use when conducting a job search?

15. What are your primary reasons for visiting a businesses' website?

16. Do you feel social media is a good way to connect with businesses?

17. How likely are you to visit an online job website again when seeking employment?