



Social Network Impact on E-recruitment

Investigating the Degree to which French Students and HRM Managers Would Adopt LinkedIn E-recruitment Website

Eloïse Drevet

Bachelor's thesis

Spring 2022

Business school

Double degree program in international business

Eloïse Drevet

Social Network Impact on E-recruitment

Investigating the Degree to which French Student and HRM Managers Would Adopt LinkedIn E-recruitment Website

Jyväskylä: JAMK University of Applied Sciences, May 2022, 65 pages

Degree program in International Business. Bachelor Thesis

Permission for web publication: Yes

Language of publication: English

Abstract

Online recruitment is currently at the heart of the news, especially since the Covid crisis. We call this E-recruitment. People had to adapt and use websites like LinkedIn. Job seekers and recruiters are very active on this platform because in view of the lockdowns, they could not move around in companies. Using this type of software has many advantages for both parties. They need to have a faster and more efficient recruitment process. In addition, recruiters and job seekers have access to a larger database in terms of candidates and offers. For all these reasons, employment platforms are now essential. They must meet particular demands and be innovative in terms of functionality to attract users. The study focuses on the LinkedIn platform. Indeed, it is one of the most widely used networks in many countries. In order to understand the subject and to answer general research questions, a quantitative questionnaire was chosen. It's a survey that allowed to obtain 156 responses. In this study a pragmatic philosophical stance was used with explanatory purpose of the research and deductive approach. Knowing that only one type of questionnaire was used we can conclude that in terms of methodological choice, a mono-method was applied. In addition, the data were collected in the 2021-2022 school year and the theoretical elements are based on an existing thesis by Guselin. M, Jörgensen. J and Johansson. S (2016). In terms of time horizon, it was a cross-sectional study. The conclusion is that there are four main elements which positively influence users: brand equity, brand awareness, perceived quality and brand loyalty. With a score of five on a scale from one to seven, the concept of perceived quality has the most influence on intention to use. This score increases from 16,6% to 27,6% if people found a job thanks to LinkedIn. The second most influential concept is brand loyalty. 49,4% of respondents rated their loyalty with a grade of four out of seven or higher. For future research, it might be interesting to extend the data analysis to several countries. This study focuses only on french respondents. However, having a global view could help to better understand the market of online recruitment platform such as LinkedIn.

Keywords/tags (subjects)

LinkedIn, Brand equity, Brand awareness, Brand association, Perceived quality, Brand loyalty, Intention to use.

Miscellaneous (Confidential information)

No confidential information

Contents

1.1	Background, motivation, and purpose.....	4
1.2	Research objectives, questions, and approach.....	5
1.3	Thesis structure.....	7
2	Literature review	8
2.1	LinkedIn Equity.....	9
2.1.1	Service LinkedIn Equity.....	9
2.1.2	Online Service LinkedIn Equity	10
2.2	LinkedIn Awareness.....	11
2.3	LinkedIn association	12
2.4	Perceived Quality	13
2.5	LinkedIn loyalty	13
2.6	Intention to use.....	14
2.7	Theoretical framework.....	15
3	Research methods and implementation	17
3.1	Research context.....	17
3.2	Research design.....	18
3.2.1	Research philosophy: pragmatism	18
3.2.2	Research purpose: Explanatory	20
3.2.3	Research approach: Deductive	20
3.2.4	Research strategies and methods: Quantitative Survey	21
3.2.5	Methodological choice: Mono-method.....	21
3.2.6	Time horizon: Cross-sectional.....	22
3.3	Data collection.....	22
3.4	Data analysis.....	22
3.4.1	Quantitative data analysis	22
3.5	Ethical considerations	23
4	Research Results.....	24
4.1	Descriptive statistics.....	24
4.2	LinkedIn brand awareness results.....	27
4.3	LinkedIn brand association results.....	31
4.4	LinkedIn perceived quality results	34
4.5	LinkedIn brand loyalty results	39
4.6	LinkedIn brand equity results.....	42

5	Discussion.....	47
5.1	Limitations, reliability and validity	47
5.2	Answering the research questions.....	48
5.3	Dialogue between key results and knowledge base.....	50
6	Conclusions	52
6.1	Key Findings.....	52
6.2	Managerial implications.....	53
6.3	Recommendations for future research.....	54
	References	56
	Appendices	60
	Appendix 1. Survey in form of Quantitative Questionnaire among French HRM Managers, Job Applicants and Employees on their Intention to Use LinkedIn.....	60

Figure

Figure 1: Conceptual map	17
Figure 2 : Concept map about research design	18
Figure 3: Deductive approach process (Gulati, PM, 2009)	21
Figure 4 : Diagram about gender repartition.....	24
Figure 5 : Graph about responsent generation	25
Figure 6 : Graph about respondent occupation.....	26
Figure 7 : Diagram about online recruitment platform used	27
Figure 8: Graph about likelihood of using LinkedIn in the future.....	27
Figure 9 : Link between brand awareness and intention to use	29
Figure 10 : Diagram about people who found a job thanks to LinkedIn	30
Figure 11 : Graph about the first choice of online recruitment platform	31
Figure 12 : Graph about data of brand association	32
Figure 13 : Graph about the comparison between brand association and intention to use	33
Figure 14 : Graph about the opinion of interviewees on data security.....	34
Figure 15 : Graph about the opinion of interviewees on LinkedIn's customer service.....	35
Figure 16 : Graph about all the aspects of perceived quality	36
Figure 17 : Link between LinkedIn web site quality and intention to use in general.....	37
Figure 18 : Link between web site quality and intention to use for people who found a job thanks to LinkedIn.....	38
Figure 19 : Loyalty of respondents about LinkedIn	39
Figure 20 : Graph about the opinion of respondents about their loyalty and brand loyalty.....	40

Figure 21 : Link between brand loyalty and intention to use	41
Figure 22 : Comparison between loyalty of consumer and intention to use	42
Figure 23 : Graph about LinkedIn recognition	43
Figure 24 : Graph about Likelihood of using LinkedIn in the future	44
Figure 25 : Graph about relationship between brand equity and intention to use	45

Tables

Table 1: Questions about the different concepts in the survey	7
Table 2 : Pragmatism Description	19
Table 3: Representation of brand awareness	28
Table 4: Number of persons who found a job thanks to LinkedIn	46
Table 5: Summary of findings	50

Introduction

1.1 Background, motivation, and purpose

In recent years, digitalisation has been at the heart of business activity. Beyond the advances made in industry, there are innovations in the human resources sector and more particularly in recruitment. More and more people are using the Internet. So, it's the main job search channel. A business has therefore flourished around these technologies to meet the needs of companies, but also of job seekers. Thus, software such as LinkedIn is used daily for recruitment and research processes. This phenomenon is called e-recruitment, which is defined as "...a hiring process that utilises a variety of electronic means and technologies with the primary purpose of identifying, attracting, and selecting potential employees" (Lee, 2011, p.231).

Using this type of software has many advantages for both parties. They need to have a faster and more efficient recruitment process. In addition, recruiters and job seekers have access to a larger database in terms of candidates and offers. For all these reasons, employment platforms are now essential. They must meet particular demands and be innovative in terms of functionality to attract users. So, the author chose to focus on the LinkedIn platform. Indeed, it is one of the most widely used networks in many countries.

For LinkedIn to be competitive around a lot of other platforms, it must work on its brand image and the quality of the user experience. To define the level of competitiveness we use different concepts as brand equity. It's defined as "...a set of assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or that firm's customers" (Aaker, 1991, p. 15).

The author chose this topic because it's at the heart of the news, especially since the Covid crisis. People had to adapt and use online tools. Moreover, the author carried out an internship in recruitment during this period. LinkedIn has been a key tool to search for profiles matching job offers. Job seekers were also very active on this platform because in view of the lockdowns, they could not move around in companies.

This study complements earlier findings on different concepts that influence people's intention to use social recruitment networks. Thus, this new research focuses on LinkedIn networks and more particularly French users.

1.2 Research objectives, questions, and approach

The aim of this research is to understand what influences the intention to use from individual. Indeed, this research complements a previous study that had demonstrated the different concepts that influenced the intention to use all social recruitment networks. Today, data is focused on LinkedIn. So, we want to understand the determinants of LinkedIn brand equity in online recruitment and how this impact the individual intention to use.

Of course, to find an answer and understand these determinants, we go through different stages by answering key question. For this, these questions arise:

RQ1: How is brand equity impacting E-recruitment?

RQ1.a: How brand awareness, brand association, perceived quality and brand loyalty influence the brand equity?

RQ1.b: Which factors influence the intention to use?

RO1: To find out how brand equity and its components (brand awareness, brand association, perceived quality, and brand loyalty) are related to the intention of French people to use LinkedIn. And what kind of factors can influence positively or not this intention.

The objective of this research is to complement a study conducted by Guselin. M, Jörgensen. J and Johansson. S in 2016. Indeed, they sought to understand the influence of brand equity on online recruitment companies. Thus, there research focused on the influence of this concept on the intention to use e-recruitment sites. More and more people are using social networks for recruitment such as LinkedIn. It is a site that offers a multitude of possibilities for users, especially in terms of recruitment and building a professional network. Thus, the objective is to first understand what brand equity is and what it is composed of. In the context of this research, the author will focus more specifically on the LinkedIn network. And next, certain factors can influence the intention of

individuals to use this e-recruitment website. This is why data was collected to understand the different phenomena.

To understand these questions, the author chose to conduct an explanatory study. To do this, he employs a questionnaire in the form of quantitative survey. This allows to collect many testimonies. The goal is to have both HRD, recruiters and job seekers (students) perspectives to compare their point of view on LinkedIn brand equity. Of course, the author explain this concept and speaks about others like brand awareness, brand association, and brand loyalty. All this informations influence the intention to use.

To make it clearer, you can see in the table below the different affirmations that have been asked to understand the different concepts that influence brand equity and intent to use. These are explained and detailed in the following sections.

LinkedIn brand awareness	LinkedIn brand association	LinkedIn perceived quality	LinkedIn brand loyalty	LinkedIn intention to use
<ul style="list-style-type: none"> ▪ I recognize LinkedIn among other similar websites. ▪ I would recognize the logo of LinkedIn ▪ I only use e-recruitment websites that I am aware of ▪ I came in contact 	<ul style="list-style-type: none"> ▪ I trust in LinkedIn for searching a job ▪ I trust that LinkedIn keeps my personal information safe ▪ I feel safe to disclose personal information on LinkedIn ▪ The customer service is easy to contact on LinkedIn 	<ul style="list-style-type: none"> ▪ LinkedIn website is of high quality ▪ It is easy to navigate through LinkedIn interface ▪ The information is easy to understand on LinkedIn ▪ LinkedIn has an appealing design ▪ LinkedIn offers 	<ul style="list-style-type: none"> ▪ I consider myself to be loyal to LinkedIn ▪ LinkedIn would be my first choice for job searching ▪ I will not choose other e-recruitment websites if LinkedIn is available 	<ul style="list-style-type: none"> ▪ The likelihood that I use LinkedIn is high ▪ I think it is a good idea to use LinkedIn ▪ I am eager to use LinkedIn in the future

with LinkedIn because I heard about it from friends or family	<ul style="list-style-type: none"> ▪ The customer service can be contacted in different ways on LinkedIn 	<p>goods quality jobs</p> <ul style="list-style-type: none"> ▪ LinkedIn has a wide variety of job offers 		
---	---	---	--	--

Table 1: Questions about the different concepts in the survey

The author used a deductive research method, and all the process and data were done and collected during the 2021-2022 school year. The research are focused on traditional French companies and job seekers.

The author discusses in the next chapter all the terms that make up the brand equity. The intention of consumers to use LinkedIn depends on several variables. We have therefore made several assumptions in order to understand LinkedIn's place in online recruitment.

The author used a mixed research method, and all the process and data will be done and collected during the 2021-2022 school year.

1.3 Thesis structure

This study is composed of 6 chapters. The author begins by showing his motives concerning the subject. The goal is to understand the context and objectives that lead to the development of this thesis.

In the second chapter, the author analyses different existing theories in order to compare different visions, to find new concepts but also to inspire new problems. It's called literature review. This chapter allows to collect a maximum of information on the subject in order to have a complete analysis.

Then, the author studies the data directly from the field. He collects data according to a certain methodology. The author explains what type of methodology he followed, for what reasons, but

also the type of data he sought. This allows a global look at the type of research that was done and how it was done. These data are then analyzed in a following chapter. The objective is to demonstrate, compare, explain the theories expressed in the previous chapter. The author subsequently draws conclusions from the research. He responds to the initial problem by taking all the information it has been able to collect via the existing these but also thanks to the research and data it has collected with the quantitative questionnaire.

Finally, in chapter 6, he opens up other topics. This allows the limits of the research to be dismantled and opens the analysis to other hypotheses.

2 Literature review

This chapter is based on existing theory. The objective is to understand the different points on the social network impact on e-recruitment. All the concepts which influence it are covered in the questionnaire and data search. To this, several research projects have been carried out. As explained above, this study is mainly based on the done by Guselin. M, Jörgensen. J and Johansson. S in 2016.

However, in order to adapt it to the specific case of LinkedIn, additional searches were conducted by using google scholar. The keywords used are mainly "LinkedIn", "E-recruitment" "Intention to use" and "Brand equity". In view of the number of results, the research has been refined by taking into account only studies conducted since 2021. Twenty-four results were returned. The author therefore analyzed the most relevant ones. Thus, two studies were particularly useful in understanding and adapting this study through the different social networks of recruitment. These were "Adoption of Social Media in Different Industries and its Factors", (2021) by Syaida Fauziatul Hana Yahya and "Social Networking Sites for e-Recruitment: A Perspective of Malaysian Employers", (2021), by Muneem Mamtaz MEAH and Abdullah SARWAR.

2.1 LinkedIn Equity

Before talking about LinkedIn equity, the author introduces the concept of brand equity in general. A brand is principally composed by a name and a logo. This allows consumer to recognize and identify the company among other. It is really important for a company to have loyal customers. It is also their return that reflects the company's image and allows for advertising with word of mouth. Customers' opinions bring more business in future periods (Ambler, 1994; Shugan, 2005).

To measure the value of LinkedIn, the author uses the term brand equity. This term represents the value of the company when consumers recognize it between generic equivalents. There are three different perspectives of brand equity: consumer perception, negative or positive effects, and the resulting value (Adam Hayes, 2021). Thus, the goal is to offer a good experience to customers so that they can remember their brand. They keep in mind the image of the company and recognize it among others. It is also an opportunity to retain them.

Brand equity is measured in four keys constructs: brand awareness, brand association, perceived quality, brand loyalty (Aaker, 1996; Buil et al., 2013; Kim and Hyun, 2011; Pike et al., 2010; Yoo et al., 2000).

To speak more specifically about LinkedIn, this company is operating in a very competitive sector because there is a multiple online recruitment platform. It must therefore stand out by working on their brand image and on the experience of users (Muneem Mamtaz MEAH , Abdullah SARWAR, 2021).

2.1.1 Service LinkedIn Equity

Brand image plays an important role in consumer decisions. For example, depending on LinkedIn's services and user reviews, individuals may choose to register or not. In the case of LinkedIn, they can also choose to subscribe to the Premium version. The brand can help the customer to visualize and understand the service before purchase (Berry, 2000). That's why LinkedIn's goal is that consumers trust the brand. To do so, they must keep their sales promises, otherwise the brand image may be altered.

LinkedIn is a brand that offers a service. The user experience is therefore vital for the brand because if it does not meet expectations, consumers stop using it. This is why LinkedIn invests in the quality of services, to positively influence the perception of customers. In addition, the experience on the proposed service reinforces the phenomenon of brand association. Kimpakorn and Tocquer (2010) explain that it is employees who represent service brands. Indeed, the brand is represented internally and then transmitted by the staff to a greater number of people. Reaching high brand equity for services is about delivering consistent and compelling experiences, which the customer holds favorable (Kimpakorn & Tocquer, 2010).

However, in view of the advanced techniques in service companies, the context may vary. A more impersonal system can be set up and thus, there is no longer any serious brand equity to the interaction between customers and employees (Meuter et al., 2000). This is the case with LinkedIn since users do not have direct contact with employees. All this is done through the internet, the applications, the website, or the customer service.

2.1.2 Online Service LinkedIn Equity

Brand equity on online service companies differs in terms of traditional consumer versus brand equity on companies that sell products. In an online environment, there is no direct interaction between employees and customers. However, in traditional companies, there are more contacts (Meuter et al., 2000; Rios & Riquelme, 2008).

As a result, online brands such as LinkedIn must meet certain additional requirements such as security, simplicity of navigation and accessibility (Syaida Fauziatul Hana Yahya, 2021). This adds value to the brand image. Thus, by being in a very competitive sector, LinkedIn's objective is to increase the likelihood that its users find a serious job at their brand rather than another. According to Keller (2003) and Aaker's (1991), a strong brand equity led customers to choose the product or service offered again. This brings financial value in future periods and traffic on online businesses can be more important. This is why brand equity is measured in four dimensions that are brand awareness, brand association, brand loyalty and perceived quality.

2.2 LinkedIn Awareness

Brand awareness has a strong influence on online companies such as LinkedIn. This happens when a person knows a particular brand and the brand comes to mind first. As defined by Berry (2000) « brand awareness is an individual's ability to think of a firm when a certain product category is recalled ». Moreover, brand awareness is divided into two parts according to Keller, 1993 and Aaker, 1991. The first is brand recognition. This is when a person differentiates the brand after being given a clue. This means the person correctly distinguishes the part mark from others he knows. For example, in the case of LinkedIn, this means that the person does not confuse the brand with other similar such as Indeed or Job-teaser. The second part is brand recall. This is a person's ability to recover the mark when it is mentioned in an exchange.

Brand awareness is really important for users when they choose certain products or services among others. When consumers make a decision, brand awareness can really influence their choice according to Lin et al. (2014). Indeed, buyers may have certain perceptions due to the brand's reputation. Thus, the reputation of a brand is based on two different perspectives according to Page and Lepkowska-White (2002). The first one comes from the company's direct communication. It therefore refers to the advertising broadcast and the messages sent via different channels. The second perspective comes from external communication. This is what corresponds to word of mouth and therefore to the dissemination of users' opinions. Depending on whether this opinion is good or not, new people may be prompted to try the brand.

As part of LinkedIn, an online brand, the company must ensure its communication to give a secure environment for its users. Therefore, they have to be a leader in their sector to be recognized among other brands. Thus, by offering qualitative results, users are also able to speak positively about their experience and thus convince potential new customers.

2.3 LinkedIn association

According to the definition of Aaker (1991, p.109), the association of a brand is "anything linked in memory to a brand". It therefore has a very significant impact on brand equity. Thus, it may give people a reason to buy this product or service specifically because in their mind, it is different from others. The information transmitted to the memory of potential buyers is therefore crucial because it can influence the choice of consumption.

According to Rios & Riquelme, 2008; Page & Lepkowska-White, 2002 research, consumer confidence is an indispensable element for companies and their positive brand association. Indeed, trust makes it possible to offer a sense of security and a good perception of the products or services offered. Thus, buyers feel that the company pays attention to their well-being. In the case of LinkedIn, users feel confident if they feel that the brand pays attention to the security of their data, but also depending on the outcome of the sales promise. That is to say, if consumers really manage to find a job and build a professional network thanks to LinkedIn, users are more confident.

However, online businesses face more challenges in gaining consumer confidence. Indeed, they need to feel safer before buying. This is why companies that offer a service such as LinkedIn are implementing different usage versions. A free first, which proves to users that they can trust the brand, and a premium (paid) which gives access to more features.

Of course, one element that influences the brand association is the consumer service support. This is especially a key point for online companies that cannot offer direct contact to customers. It is therefore necessary to know how to differentiate from other similar companies by offering a quality support service. According to Page & Lepkowska-White, (2002), if it is easy to contact an online business service, consumer confidence is more important.

Thus, the consumer service of LinkedIn must be qualitative and accessible to obtain the confidence of the users.

2.4 Perceived Quality

Quality perceived by users is an important dimension used to measure brand equity. Buil et al., 2013; Kim & Hyun, 2011; Pinar et al., 2014; Yoo et al., 2000 have shown that there is a relationship between these two elements. We could define brand quality as the superiority of one product over another, depending on consumer judgment. If customers see the brand as better than others, then this is something companies need to consider when communicating with customers.

According to Parasuraman et al. (1985) consumers have difficulty judging the quality of a service because it is sometimes difficult to compare it with others. Unlike products, spontaneous services are often of different nature therefore not comparable. This is also the reason why companies that offer services must be more visible and show more the quality of what they offer.

In addition, the majority of interaction between customers and the company in the online services sector is through a website and/or an application. Thus, the latter must be of good quality and easy to use to prove the seriousness of the company. For the case of LinkedIn, the functionalities of the site must be in line with the quality of the services offered. Indeed, the quality of the site's navigation must correspond to users' expectations. That is, their experience must be fluid and easy to use.

According to Kim et al. (2002) and Gommans et al. (2001), there are three underlying factors that contribute to the creation of a high-quality website: usability, design, and information architecture. It must therefore be easy to navigate the website and the application. This makes it easier for users to find the information they want and make them happy with their experience. This statement is in agreement with Yang and Fang (2004) which explains that the quality of navigation on a website or application is essential to attract new customers and retain existing ones. If the quality of a site does not live up to the expectations of users this can prevent the success of an online business (Wang et al., 2006; Yang & Fang, 2004).

2.5 LinkedIn loyalty

Some researchers have shown that brand loyalty has an impact on brand capital. Brand loyalty is the likelihood that a customer can switch to another brand. Note when a company makes changes

to the characteristics of a product or service. According to Rios and Riquelme (2008), this is the most influential factor in the various determinants of brand capital. In addition, Gommans et al. (2001) defines brand loyalty in a more traditional way. Indeed, according to him, it is the fact that a consumer repeats his buying behavior towards a particular brand. Thus, customer loyalty is important for a company because it allows to gain market share but also to reduce marketing costs. In fact, it's cheaper for a company to retain customers rather than convince new ones. In fact, Keller (2001) says that customers are loyal when they are willing to invest time, energy and especially money in a specific brand. In order to retain their customers, companies go through various techniques as benefits such as discounts by joining a community with a loyalty card. Thus, to have loyal customers, the design and fluidity of the website must be impeccable. According to (Gommans et al., 2001), online consumers expect the site to be fluid and not waste time on it. It's therefore important that the site is well designed so that consumers do not switch to the site of another brand.

In the context of LinkedIn, users must therefore make it easier for them to find suitable job offers so as not to try to go to other sites. We know that there are many online recruitment platforms such as LinkedIn. This is why it is important that the application algorithm be efficient. This is how users is satisfied with their experience. If the offers they find as job seekers match them, they will reuse this platform. Just as recruiters can appreciate LinkedIn because regularly, they find the right candidates thanks to this company.

Yoo & Donthu, 2001; Buil et al., 2013; Pinar et al., 2015 research has shown that brand loyalty is directly linked to the brand's capital. However, some counter-theories have sought to determine whether the brand's capital is the result of the brand's trust (Aaker, 1996), or whether brand loyalty is a result of the brand's capital (Page & Lepkowska-White, 2002; Rios & Riquelme, 2008). No evidence was found for these two situations. So, these are only hypotheses.

2.6 Intention to use

Wang et al., 2006; Cho, 2015 define behavioral intention as «the willingness of an individual to repeat a purchase and the intention to continue to be a customer of a business». To understand consumer behavior, it is important to identify their intentions. Moreover, some intentions are favorable to the company. This happens especially when an individual establishes a bond with the brand. His next purchases can therefore be influenced by his positive emotions towards the company (Kuo et

al., 2012; Zeithaml et al., 1996). The intention to use the brand is even more important than the attitude. That is to say that even if the customer has not yet passed the cloak to buy, the company is already in his memory.

Cho, 2015; Chen et al., 2009 research has shown that the external experience of customers on a website and the satisfaction of the latter influences the consumer's intention to use it again. Thus, in the context of LinkedIn, the users' experience must mark them positively and they can be more likely to use it again. In addition, this model is well known in the field of online recruitment. Branding is important, so customers are more likely to be coached to use it.

Chen et al., 2009 have found that if a online service can establish perceived usefulness (relevant jobs) and perceived ease of use (quality and navigation) the satisfaction of the online service lead to a continuous usage. Thus, especially in the context of LinkedIn where users put personal information, the use, the quality of the information, the responsiveness of the customer service and the security/confidentiality are elements that strongly influence the intention of uses of individuals.

Thus, LinkedIn must convince existing users to continue using their application. But also work on their image and the features offered in order to attract new ones (Muneem Mamtaz MEAH and Abdullah SARWAR, 2021). If the brand is already in the minds of consumers, it is easier to gain their confidence to use the app.

2.7 Theoretical framework

Now we understand the different concepts that make up brand equity. This raises a number of questions about how brand equity influences people's intention to use social network sites such as LinkedIn.

First, the concept of brand awareness is used when a brand comes first in the minds of consumers. In the context of LinkedIn, the author wants to know if this element can influence the intention of individuals to use this social media. So, we want to know if LinkedIn brand awareness has a positive

relationship on individuals' intention to use LinkedIn website. In addition, the objective of this research is also to find out what factor can influence the intention of individuals to use LinkedIn. This is why the author wants to know if acquired a job via LinkedIn moderates the relationship between LinkedIn brand awareness and individuals' intention to use LinkedIn website.

Next, we want to know the influence of brand association. As a reminder, the term brand association is the fact that one brand has something special that pushes consumers to buy it than another. In the context of a social network for professionals such as LinkedIn, this means that users prefer to be active on their recruitment site rather than another. Therefore, the authors wants to know if LinkedIn brand association has a positive relationship on individuals' intention to use LinkedIn website. Moreover, the objective is to know if acquired a job via LinkedIn moderates the relationship between brand association and individuals' intention to use LinkedIn website.

In addition, the perceived quality encompasses a number of elements such as the ease of navigation on the social media, the security of the data, or the diversity of features offered. Depending on the quality of the e-recruitment site, this may influence people's choice of use. Thus, the aim of the research is to demonstrate if perceived quality has a positive relationship on individuals' intention to use LinkedIn. However, there are some elements that can again influence these concepts. This is why another question arises. It is to know if acquired a job via LinkedIn moderates the relationship between perceived job quality and individuals' intention to use LinkedIn website.

The next concept that influences brand equity is user loyalty. It's the likelihood that consumers can switch to another brand. This is an important element in understanding whether brand loyalty has a positive relationship on individuals' intention to use LinkedIn. in this context, it concerns people who have already used LinkedIn. In order to know if they are likely to repeat this behaviour. Furthermore, depending on their experience, the author wants to know if acquired a job via LinkedIn moderates the relationship between brand loyalty and individuals' intention to use LinkedIn website.

Finally, we saw previously that brand equity represents the way in which a brand stands out from others (thanks to its name, logo, image...). This concept encompasses all that we have seen above. Thus, the last question that arises is to know if LinkedIn brand equity has a positive relationship on

individuals' intention to use LinkedIn websites. As with the previous questions, we want to know whether in the end, acquired a job via LinkedIn moderates the relationship between LinkedIn brand equity and individuals' intention to use LinkedIn website.

In order to better visualize these different issues and understand the purpose of the research, a conceptual map was made by research carried out in 2016 (Guselin.M, Jörgensen. J and Johansson. S). Today, the objective is to apply this to the case of LinkedIn.

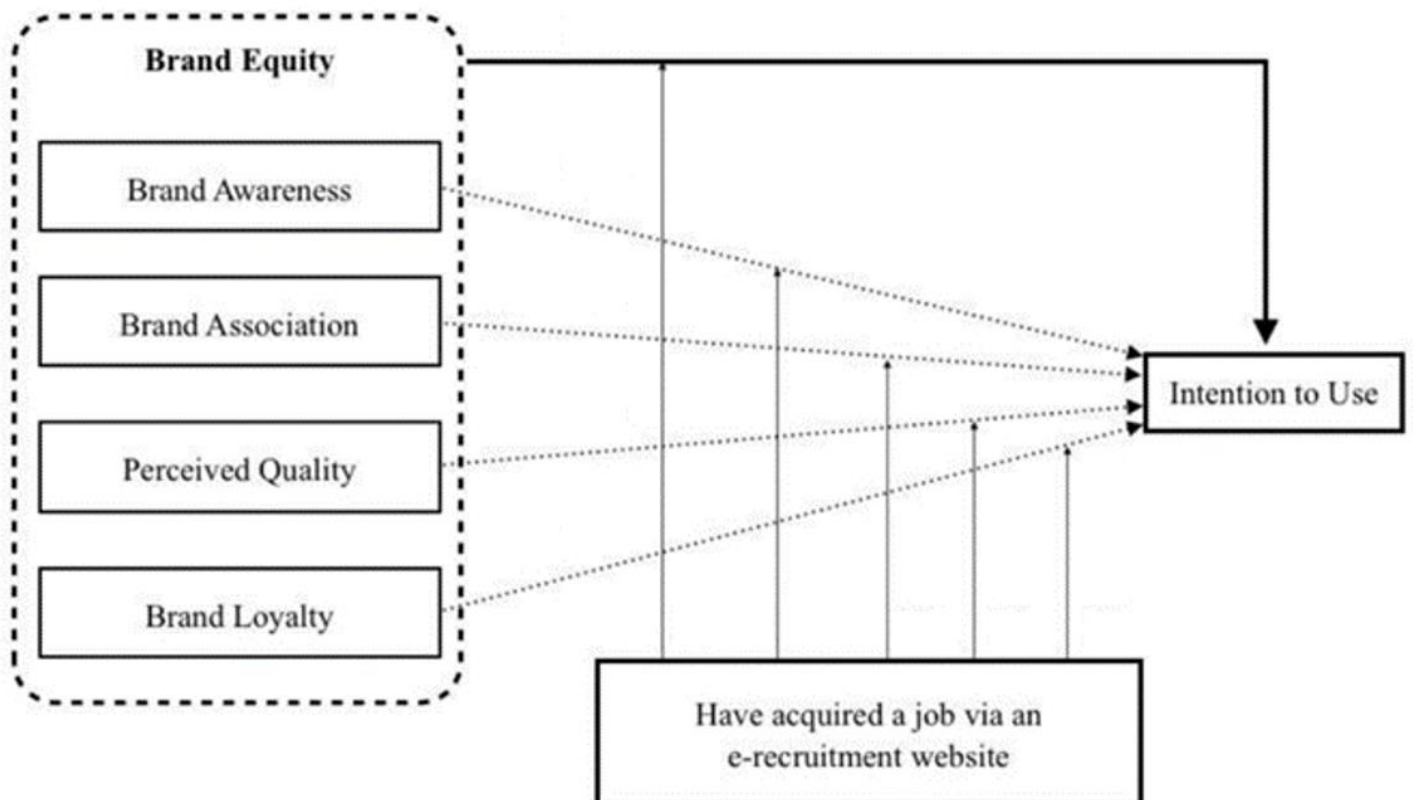


Figure 1: Conceptual map

3 Research methods and implementation

This chapter presents how the research was conducted and what methods were used.

3.1 Research context

The world of work is constantly changing and has recently undergone significant evolution, particularly in terms of human resources management. This is the reason why the author decided to look at this subject from the point of view of both employees and employers.

Indeed, we live in a world where data and information are increasingly digitized. The question of finding a job is also affected. There are more and more online recruitment sites where employers and job seekers can communicate. These elements are all the more relevant since the Covid crisis. In view of the many closures, job seekers and recruiters could not contact each other in person. So, they had to make more use of recruitment platforms. The author has therefore chosen to focus particularly on LinkedIn. Based on this application, the author focuses on a specific brand. In addition, the majority of the research was carried out thanks to French testimonies (people who have already used recruitment platforms: job seekers, students, recruiters...)

This research is therefore carried out in the context of the innovation management course present in the double degree program.

3.2 Research design

3.2.1 Research philosophy: pragmatism

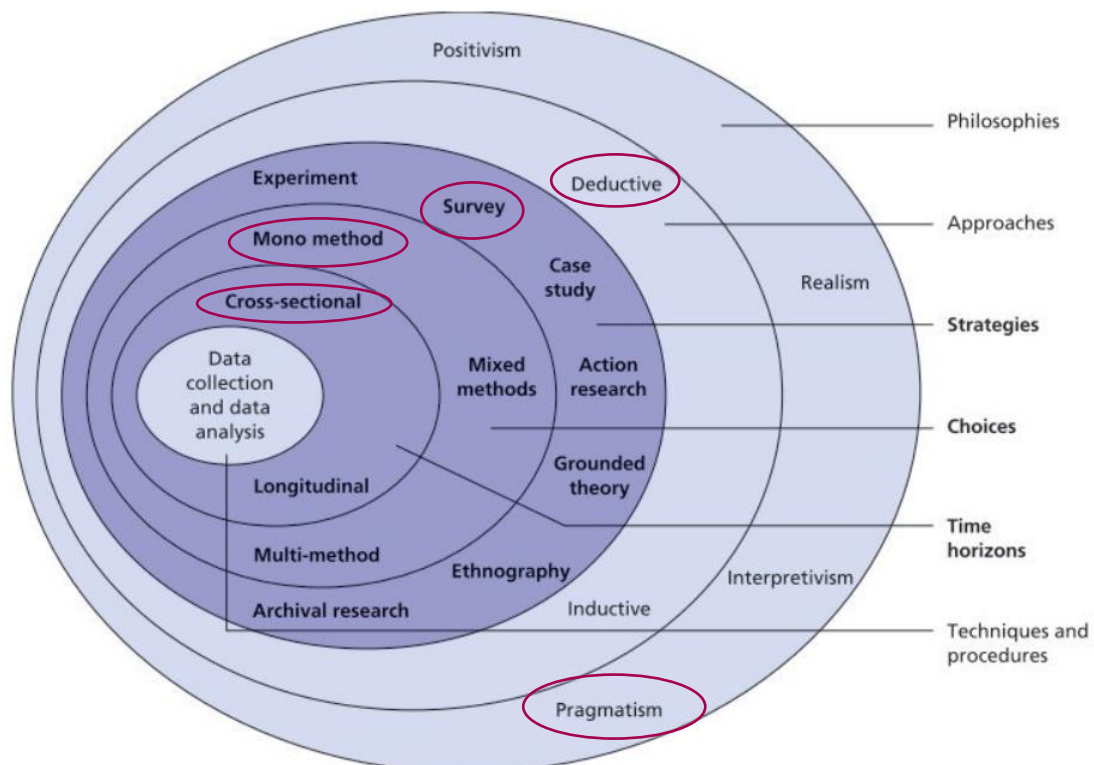


Figure 2 : Concept map about research design

The diagram above shows the different approaches that can be used while searching. Depending on the problem to be dealt with, the data are collected and analyzed differently. In his case the author to choose first to use the pragmatism philosophy.

Research philosophy reflects the particular view adopted by the author about the link between the knowledge and the process by which it is developed. (Saunders et al., 2009).

To do this research, the author choose the pragmatist's philosophy. This one emerged in the late-nineteenth–the early-twentieth-century USA in the work of philosophers Charles Pierce, William James, and John Dewey. (Saunders et al., 2009). This choice was made because when the author collect data, they are affected by its values which have oriented the subject in this direction. However, the data and concepts are discussed in the most objective way possible.

Pragmatism	
Ontology	External, multiple, view chosen to best enable answering of research question
Epistemology	Either or both observable phenomena and subjective meanings can provide acceptable knowledge dependent upon the research question. Focus on practical applied research, integrating different perspectives to help interpret the data
Axiology	Values play a large role in interpreting results the researcher adopting both objective and subjective points of view
Data collection techniques most often used	Mixes or multiple method designs, quantitative and qualitative

Table 2 : Pragmatism Description

3.2.2 Research purpose: Explanatory

Search methods include all techniques used to conduct a search. Thus, all the methods used in the study of the problem are called research methods. The latter are divided into three major groups. The first corresponds to all the methods used to collect data. The second is the techniques used to link data to assumptions. Finally, the final step is the analysis of the accuracy of the results obtained.

The author therefore chose to conduct an explanatory study. This is a valuable means of finding out what is happening to seek new insights; to ask questions and to assess phenomena in a new light (Robson 2002, p.59).

3.2.3 Research approach: Deductive

The author chose to use a deductive approach to conduct his research. That is to say, we use theories and some questions to understand the subject and what kind of concepts influence brand equity and intention to use. The objective is therefore to compare them and look at the data to understand this environment. We must look for a relationship between the different variable data. Thus, a structured method must be used to facilitate replication (Gill and Johnson, 2002) and to ensure the reliability of the results.

This is why, in the context of the use of recruitment social networks such as LinkedIn, the author formulates several theories. The objective is to know their impact and importance for job seekers and employers. Thus, we deduce, based on the data collection, structured results showing whether the assumptions made are true or false.

In order to pursue research rigorously, deduction leads the author to conduct his research ineptly from what he observes. In addition, the elements must be measured quantitatively in order for the concepts to be operationalized. It is therefore very important to define the terms that constitute the problem. Finally, the final characteristic of the deduction is generalization. That is, the sample analysed must be numerically sufficient for the statistics to be meaningful. We can resume the application of deductive approach by this representation (Figure 4):



Figure 3: Deductive approach process (Gulati, PM, 2009)

3.2.4 Research strategies and methods: Quantitative Survey

In order to collect data to understand the subject, the author chose a quantitative questionnaire in form of survey.

The objective is to seek the opinions of job seekers, employees and recruiters on the usefulness and reputation of LinkedIn as a recruitment platform. As a result, the survey was published on different online platforms to have a varied profile of respondents. In the questionnaire, different questions were asked in relation to the different concept liked to LinkedIn brand equity and intention to use. Indeed, the objective is to collect as much data as possible to demonstrate different theories on the importance of LinkedIn between the different recruitment.

3.2.5 Methodological choice: Mono-method

To reach the objectives of the study and answer the research question, the author decided to use only one method. This method corresponds to the collection of data thanks to the quantitative questionnaire.

This survey aims to interview a maximum number of employees. The questionnaire is sent to a wide variety of employees to have different points of view and to have meaningful data. This makes it possible to compare the different sectors of activity, companies, social class, etc.

By choosing this method, the author combines either a single quantitative data collection technique with quantitative data analysis procedures.

3.2.6 Time horizon: Cross-sectional

Through this study, the author wishes to discover a current phenomenon in full change. This questionnaire focuses on the opinions of diverse people regarding the LinkedIn recruitment platform. In fact, all the primary data used are collected during the 2021-2022 school year. This is why the author decided to call this study cross-sectional because of the current changes, the elements are studied at one point in time.

3.3 Data collection

The questionnaire was addressed to all those who had already used an online recruitment platform. The data were therefore collected in a sufficiently long period to have a significant diversity of population. Therefore, as explained above, the results can be generalized. People who have never used a recruitment platform such as LinkedIn or similar were not included in the questionnaire. The objective is to obtain the advice of people who have already an experience on social media.

The questionnaire was therefore disseminated continuously until the sufficient number of responses was obtained. That is, for a quantitative sample to be representative a fairly large number of responses were required. Following data collection, the author obtained 156 responses. These were further analyzed. Most respondents are students. They also represent job seekers, as they use LinkedIn to find student jobs or internships as part of their study. They generally belong to the Z generation. In addition, 6.4% of the respondents are people who work in the human resources sector. All respondents, whatever their activity and the way they use LinkedIn, answered the same questionnaire.

3.4 Data analysis

3.4.1 Quantitative data analysis

As explained above, data analysis is done by using the deductive approach. It can be explained by the means of different questions, which can be derived from the propositions of the theory. In other

words, deductive approach is concerned with deducting conclusions from promises or propositions (Gulati, PM, 2009, p.42).

The data set was collected through a single survey in the form of a quantitative questionnaire. This is the most suitable technique for the author's research. According to Saunders et al. (2009, pp. 503-505) and Miles and Huberman (1994), it takes three steps to analyze quantitative data. The first is to make a synthesis, a summary of the data in order to simplify their analysis. Thus, especially for data in text form, their summary is more suitable for in-depth analysis. The second step is to display data. There are two different ways to do this: through matrices or networks. The matrices are often analysis tables with different rows and columns that the author adapts according to his needs. While networks are several nodes that represent complex elements such as variable data. Finally, the final step is the conclusion and verification phase. The researcher must continually go back to the data to support their arguments and verify the assumptions made.

In this study, several graphs and tables are used to analyze the quantitative data collected. In order to make them, the Excel software was used.

3.5 Ethical considerations

During the dissemination of the questionnaire, participants were informed of the nature of the research. Indeed, the author explained that he was doing this data collection as part of his thesis on Job Application and Recruitment via LinkedIn in France.

Moreover, all the information collected was anonymous and treated without distinction. The author therefore specified that the identity of the participants was confidential and would not be published to protect their privacy.

Due care has been taken to disclose all original sources of the knowledge base both in terms of literature review and theoretical framework to avoid any plagiarism claims.

4 Research Results

4.1 Descriptive statistics

In this first part, the author will analyze the profile of the respondents. As a reminder, 156 people participated in this questionnaire. First, it is important to note that the majority of respondents are French. The author adapted to his target by distributing the questionnaire in English and French.

We can see that more than half of the respondents are women. Indeed, as you can see from the pie chart below, they represent 61.5% of the respondents to the questionnaire.

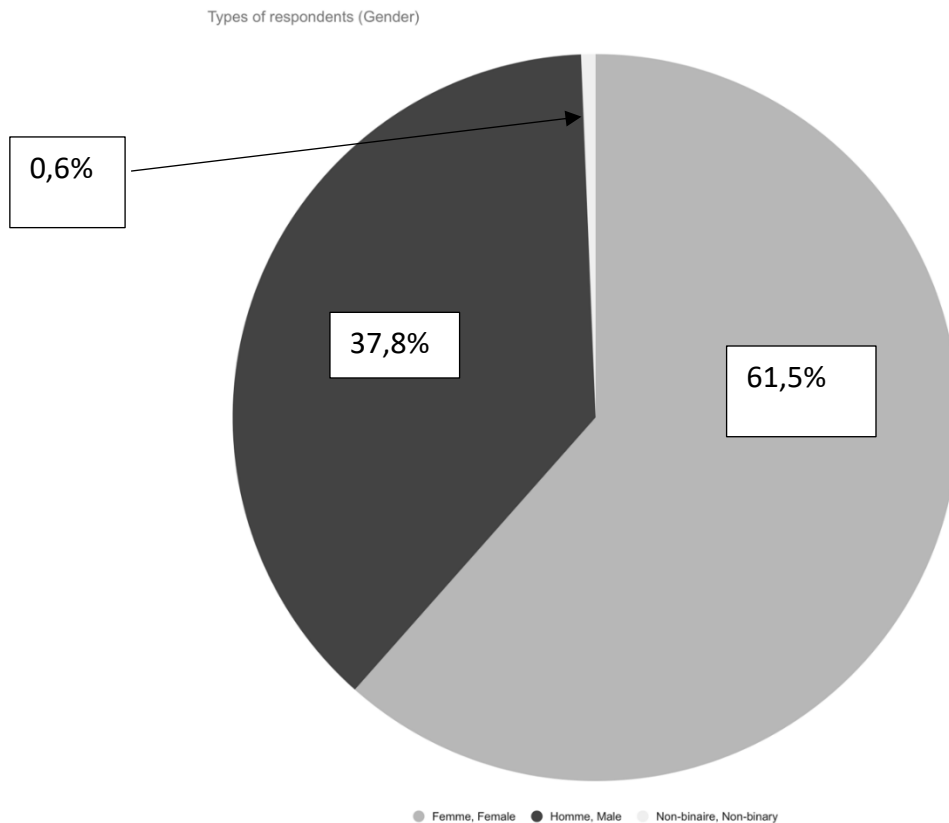


Figure 4 : Diagram about gender repartition

Second, in terms of age, the profiles of respondents are varied. Indeed, different generations participated in this questionnaire. This is an important element to understand if from one generation to the next, the opinion on LinkedIn in terms of recruitment platform changes. The relationship to new technologies can vary. The graph below shows the number of respondents by generation. Most

respondents are in the z generation. This phenomenon is explained by the fact that this questionnaire and was only distributed online. Moreover, it is this generation that mainly uses applications. Especially to find a job (internship, apprenticeship, first jobs student job....).

Moreover, the age group corresponds to the occupation of the respondents. Indeed, 83,3% of them

Age and generation of respondents

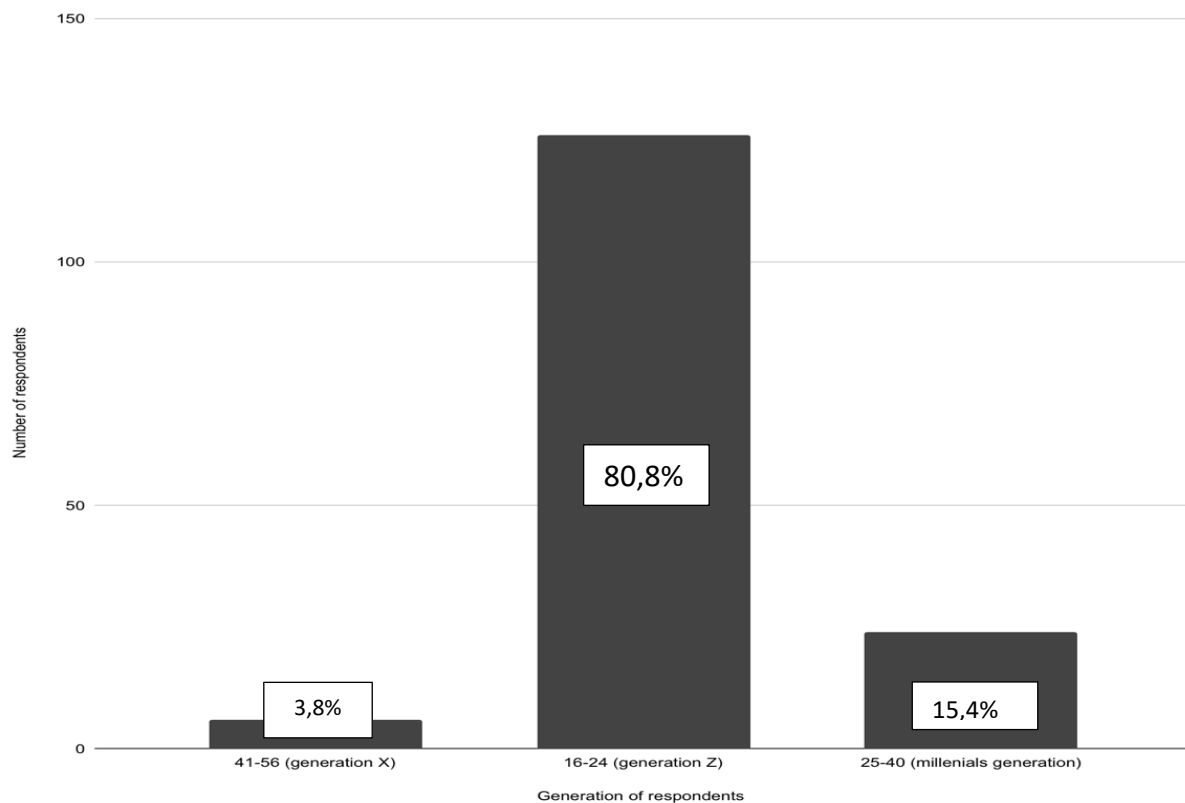


Figure 5 : Graph about responentsent generation

are students. There are also 14.1% of the respondents to this questionnaire who are employees or active persons. Leftovers are people who are retired or unemployed. So we can see that the majority of people using online recruitment platforms such as LinkedIn are Generation Z students.

Among its students, and respondents generally, not all have the same level of education. We will see later if this level will influence opinion on LinkedIn or us. Thus, the majority of people have a minimum 3 degree. Indeed, the people with a bachelor degree (43.6%) and/or a master (49.4%), together represent 93% of the people who participated in this questionnaire.

On the other hand, the current job recruitment status of respondents is very varied. As can be seen on the chart below most are students and looking for no jobs, but the percentage is much smaller than the previous questions. This means that a number of them are actively looking for a job.

What is your current job recruitment status?

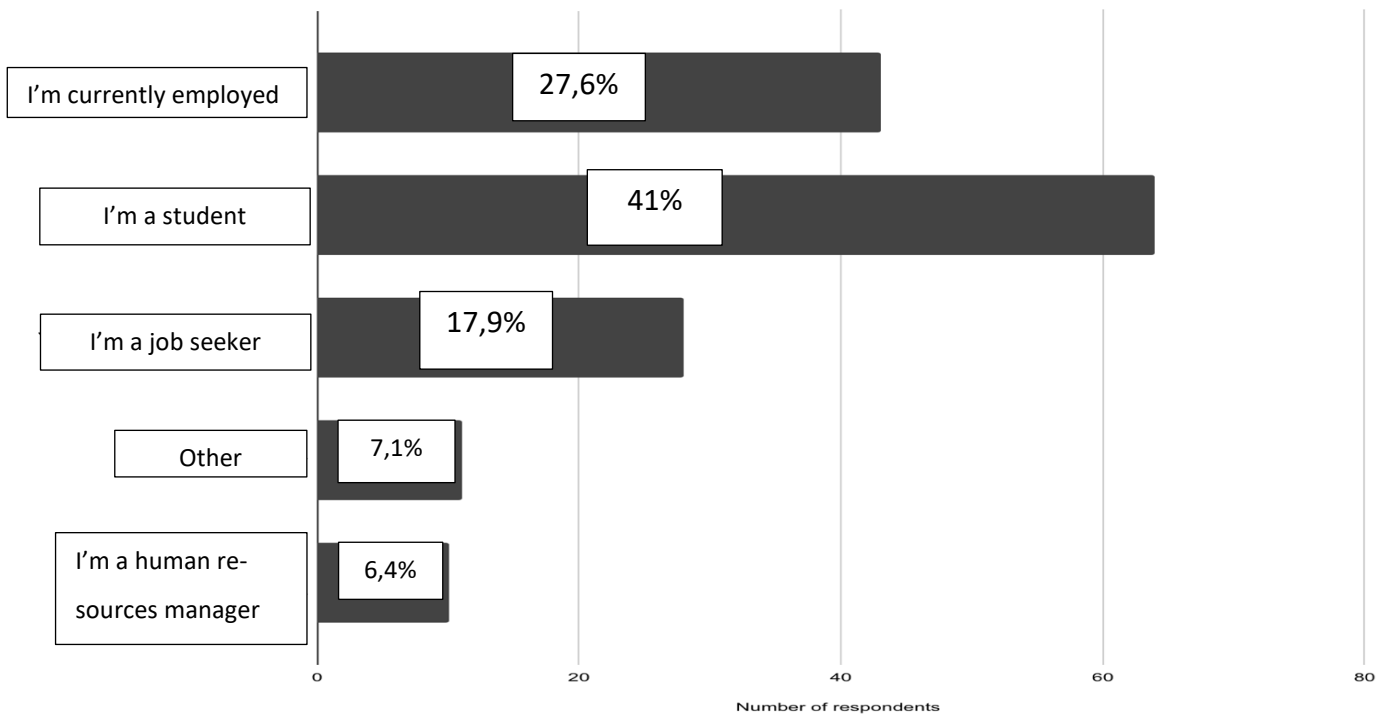


Figure 6 : Graph about respondent occupation

Before starting the analysis on LinkedIn, the author asked respondents about the different online recruitment platforms they use. The objective of this question was to see LinkedIn's place among similar companies. Thus, the answer to this question was free. Respondents could put several answers if they wished. In addition to directly mentioning the companies' social network for professionals, several online recruitment platforms emerged from this analysis. We can see the distribution in the diagram below. We can see that LinkedIn occupies an important place.

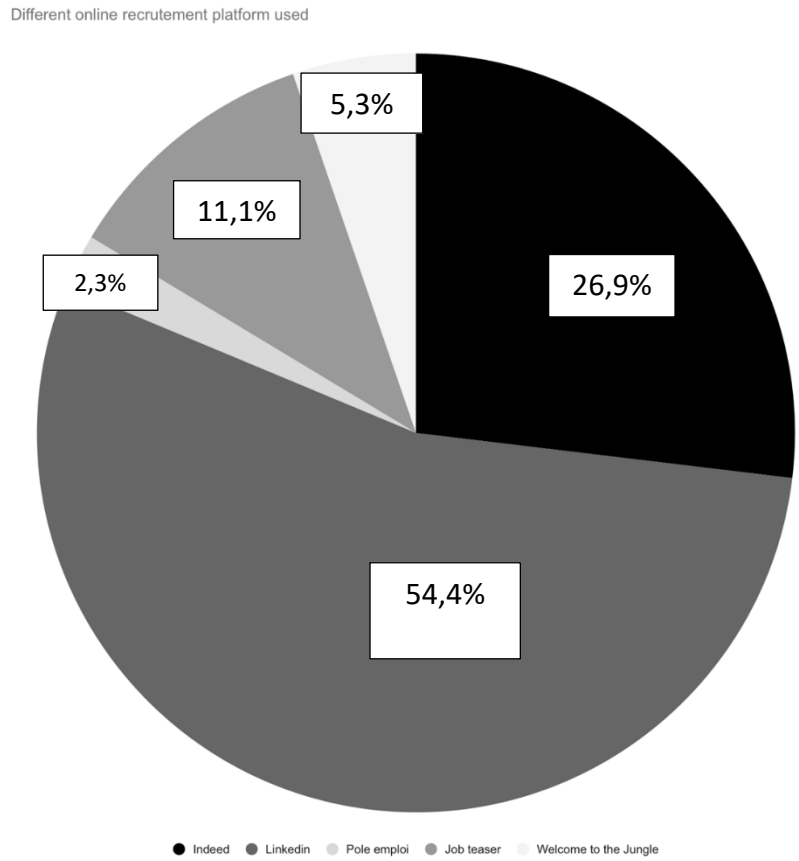


Figure 7 : Diagram about online recruitment platform used

4.2 LinkedIn brand awareness results

In the graph below, we can see that, on average, respondents rated 5.5 out of 7 their intention to use LinkedIn in the future. This is a relatively high score, which leads us to believe that the majority of respondents want to use LinkedIn in the future.

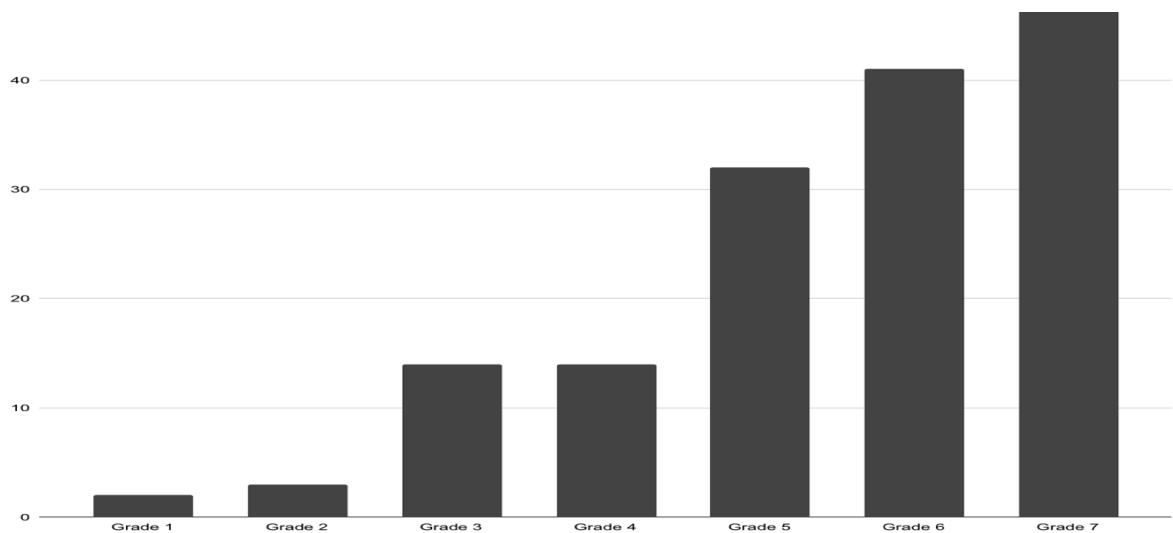


Figure 8: Graph about likelihood of using LinkedIn in the future

However, we first want to know whether if LinkedIn brand awareness has a positive relationship on individuals' intention to use LinkedIn. As a reminder, the brand awareness corresponds to the fact that the brand comes first in the mind of the consumer. Under LinkedIn, that would mean that when you ask someone what online recruitment application they know, his first thought is for the company LinkedIn.

The author therefore asked the interviewees which online recruitment sites they use. Thus, it allows to know which comes first to their mind. Below, here is a summary table of the recorded responses. We can see that LinkedIn is mainly facing other platforms. We can therefore conclude that this is a company with an important brand awareness.

Name of the recruitment website	LinkedIn	Pôle Emploi	Indeed	Jobteaser	Welcome to the jungle
Number of answers	93	4	46	19	9

Table 3: Representation of brand awareness

The objective now is to know if the fact that LinkedIn is the first website cited when talking about online recruitment, influences the intention to use it. For this, the author crossed the answers of those who cited LinkedIn first with their intention to use it in the future.

On 156 respondents, 83 cited LinkedIn first. This represents 53.2%, so more than half. Thus, by focusing only on these 83 results, the author analysed their intention to use LinkedIn. On a scale of 1 to 7, their average is 6. Moreover, 92.8% of them indicated a score greater than or equal to five out of seven to represent their intention to use LinkedIn in the future.

In order to better visualise the difference, the chart below shows the difference between the intention of using LinkedIn from all respondents, and those who cited LinkedIn first. That is to say the representatives of the brand awareness.

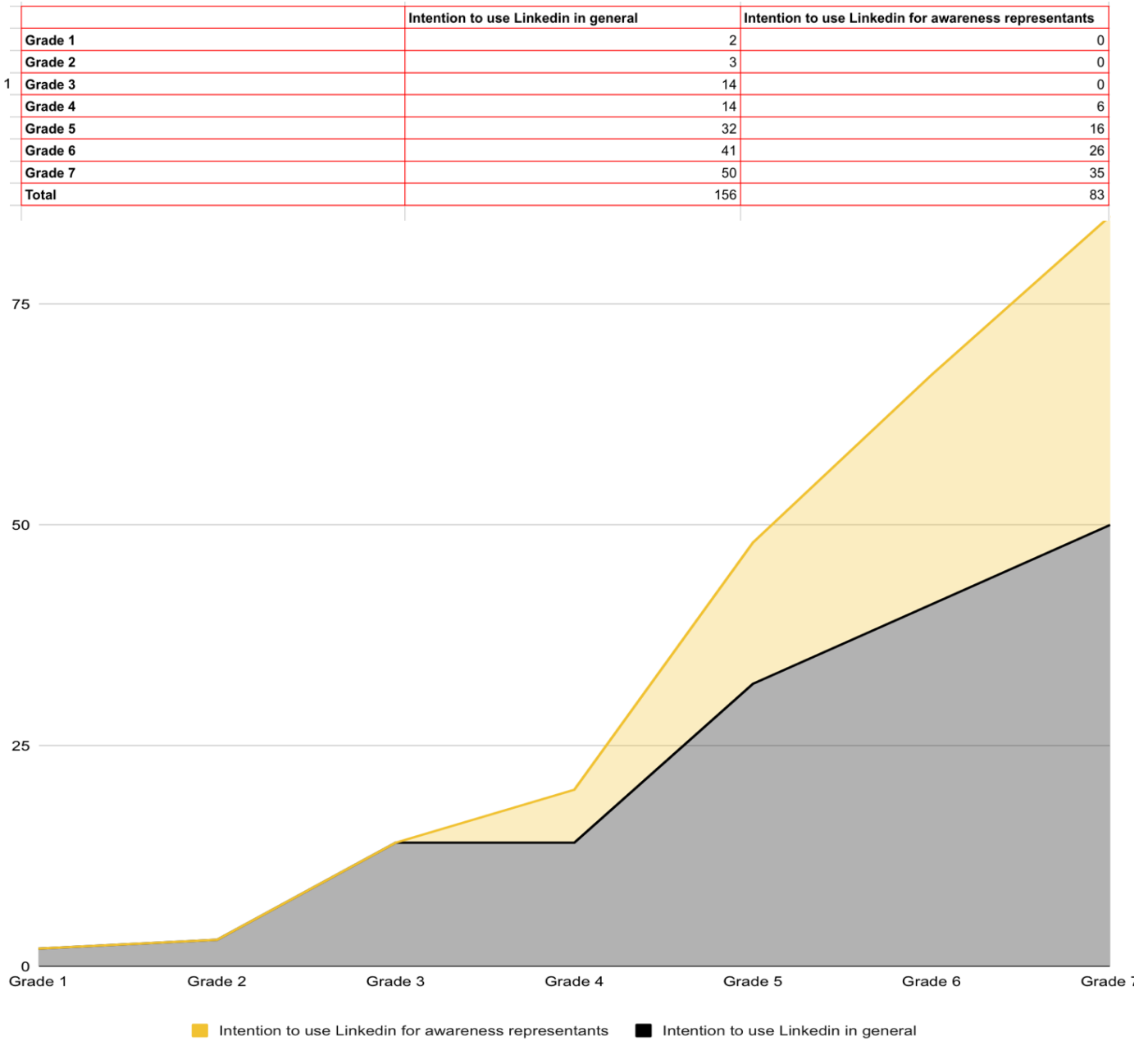


Figure 9 : Link between brand awareness and intention to use

As we can see, those who first cited LinkedIn began to note their intention to use from 4/7. This represents a first difference compared to all respondents. Indeed, some noted their intention to use LinkedIn at one in seven, which is almost nil. Thus, we can understand that the brand awareness does have an act on the intention to use LinkedIn. Indeed, we notice all the more thanks to the graphic that their intention is stronger than that of users who do not immediately have in mind the same brand.

Now, we know that brand awareness has an impact on the intention of using LinkedIn, a new question is emerging. It to understand if acquired a job via LinkedIn moderates the relationship between LinkedIn brand awareness and individuals' intention to use LinkedIn. For this purpose, the author first sought to find out the number of respondents who had already found a job thanks to LinkedIn.

Thus, out of 156 responses, 134 said they had never found a job thanks to LinkedIn. As we can see from the pie chart below, the majority of respondents have never found a job thanks to LinkedIn.

Have you ever got an employment via LinkedIn?

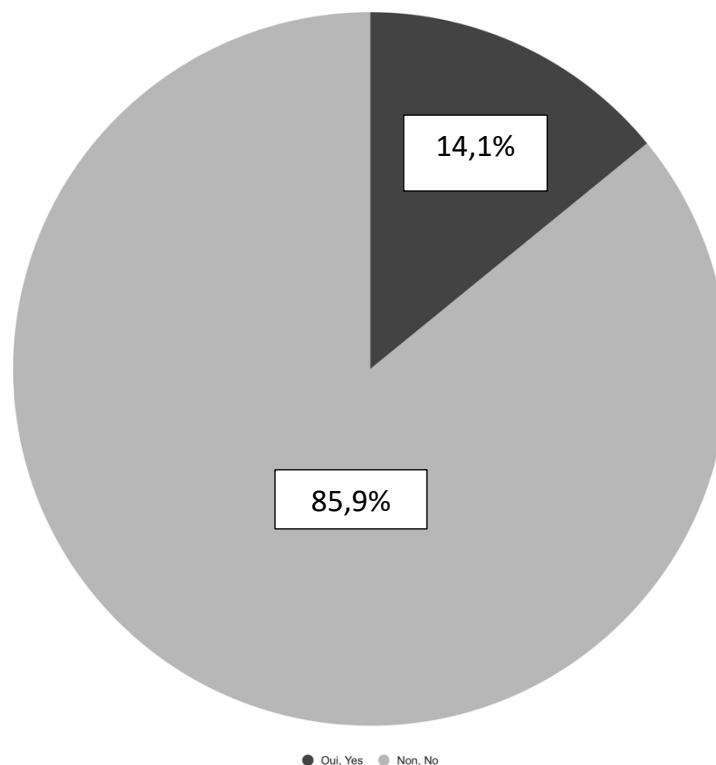


Figure 10 : Diagram about people who found a job thanks to LinkedIn

Given the number of people who have not found a job thanks to LinkedIn and the results of previous analyses, we can deduce that this has not had a negative impact on brand awareness and the intention to use LinkedIn. This is why we can conclude that getting a serious job thanks to LinkedIn is not a factor that influences brand equity and intention to use.

4.3 LinkedIn brand association results

Now, the author wants to check a new question. It's about understanding if LinkedIn brand association has a positive relationship on individuals' intention to use LinkedIn. Regarding the intention to use the social media, the author base that the same results as those analysed previously.

As a reminder the term brand association refers to the fact that the brand has something special in addition to users. Thus, they look for it in particular because in their minds it is better than others. To understand if this is the case for LinkedIn, the author asked the interviewees two separate questions. The first one asks them if LinkedIn is their first choice for an online recruitment platform. And the second to know if they would choose another recruitment site even if LinkedIn is available.

Below, we can see the results of the first question. What we can see is that the answers are well distributed. It can therefore be said that opinions differ on the subject. The average score on a score of seven is 4.5. This is a lower score than the previous responses.

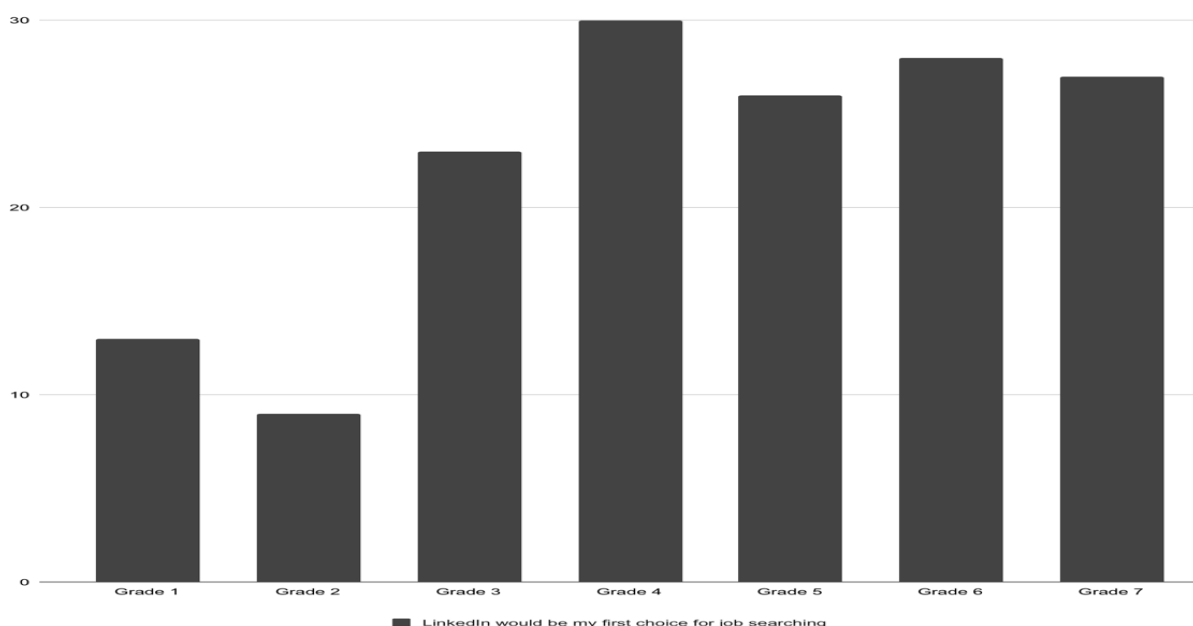


Figure 11 : Graph about the first choice of online recruitment platform

For the second question, the author is more focused on user choice. That is to know if they would be able to choose another recruitment site even if LinkedIn is available. Indeed, this question is related to the brand association because if users only make the choice of this application, it means that in their mind it has something special in addition.

However, the results show us that users are not focusing solely on LinkedIn. As we see in the chart below, users not necessarily choose LinkedIn if other platforms exist. Indeed, the highest response corresponds to the score of one in seven. This means that users are ready to choose another site of online recruitment and do not feel that LinkedIn has anything more compared to other similar brands.

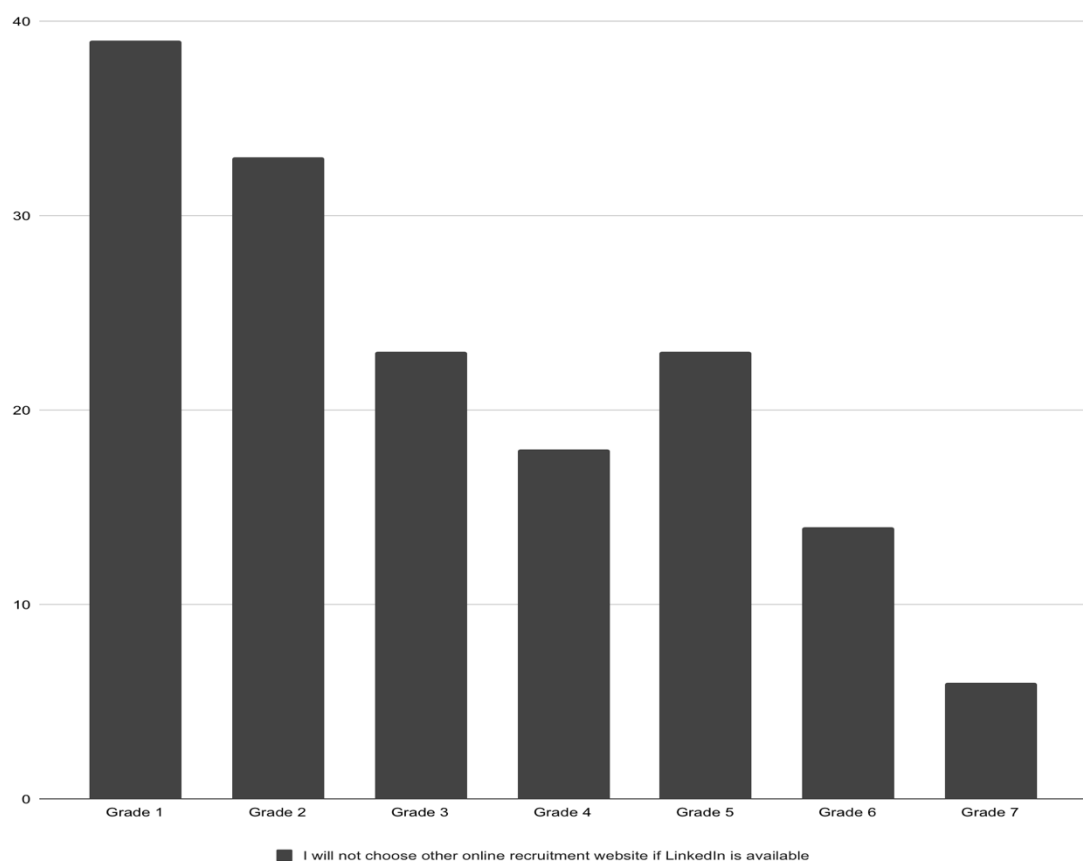


Figure 12 : Graph about data of brand association

We know that the majority of respondents intend to use LinkedIn. However, the brand association is very little developed in view of the two previous graphics. Thus, we can conclude that the brand association has a positive impact on the intention to use LinkedIn is false. The respondents' answers show that even without a brand association, they intend to use the social network for professionals.

However, we may wonder if acquired a job via LinkedIn moderates the relationship between brand association and individuals' intention to use LinkedIn. As we have seen only 22 out of 156 respondents already find a job thanks to LinkedIn. The author has therefore chosen to focus only on these 22 answers to find out if finding a job via the social media can influence the brand association and their intention to use the application.

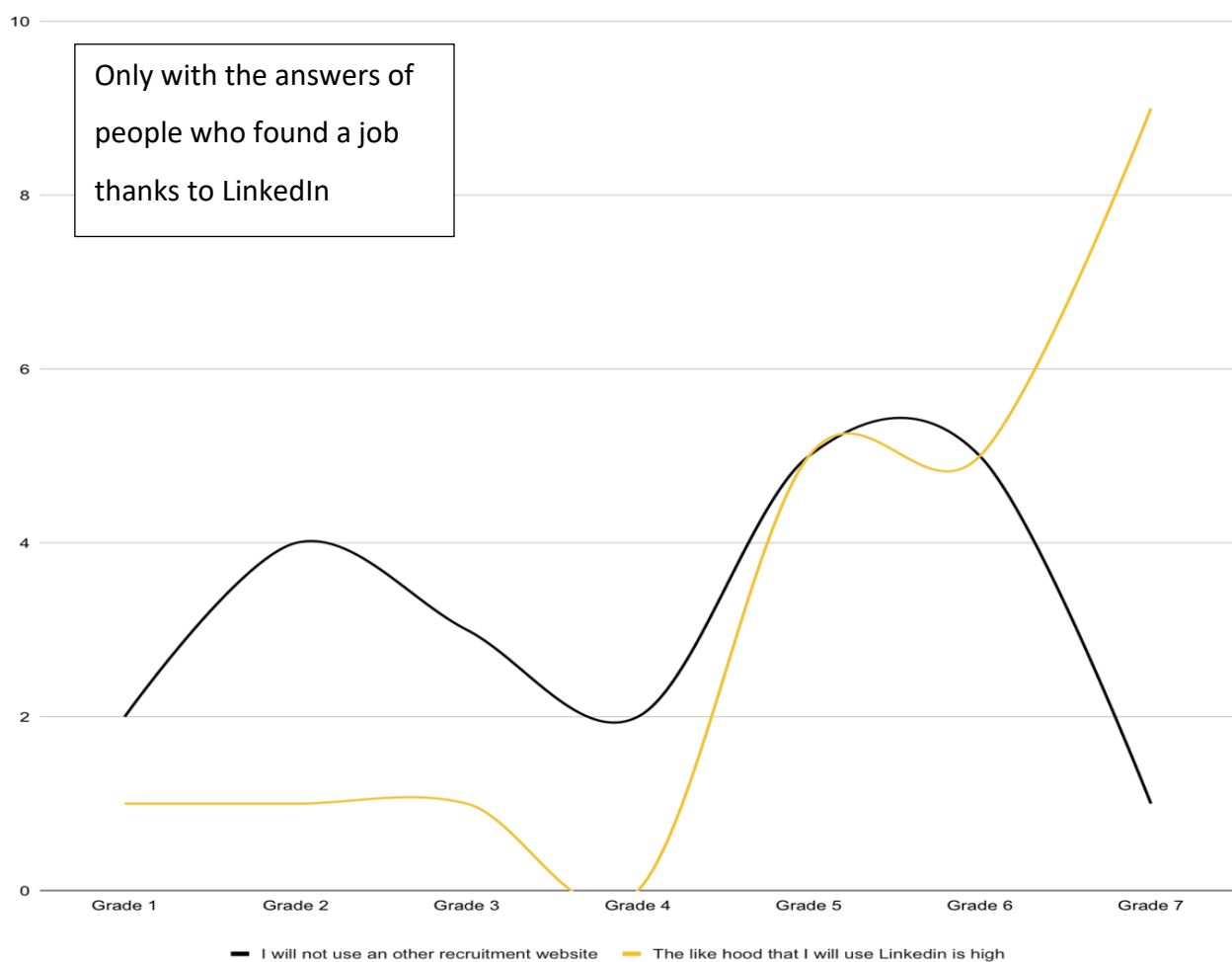


Figure 13 : Graph about the comparison between brand association and intention to use

As we can see from this graph, the results are based only on people who have already found a job thanks to LinkedIn. However, their answers show that there is really no link being the brand association and the intention to use the brand in the future. Thus, we can conclude that this sub-assumption is also false.

In this part we have seen that the brand association does not really have any impact on the fact that users can use or not only this brand. And finding a job isn't going to convince them to just use brand. However most want to use LinkedIn in the future. But not in exclusive form.

4.4 LinkedIn perceived quality results

For this part, the author wants to determine if the perceived quality of consumers can influence their intention to use LinkedIn. On an online company, the perceived quality is measure thanks to various elements. This includes how users trust the company to provide them their personal information. But also, to understand their point of view on customer service. And finally, to know their opinion on the quality of the interface on website, in terms of ease of navigation and understanding.

First, the author analyse the various questions that have been asked to the respondents to know if users trust enough in LinkedIn to disclose their personal information. The two affirmations about this was « I trust that LinkedIn keeps my personal information safe » and « It feels safe to disclose personal information on LinkedIn». The graph below shows the results of the interviewees. As with the previous questions, their opinion is evaluated on a scale of 1 to 7.

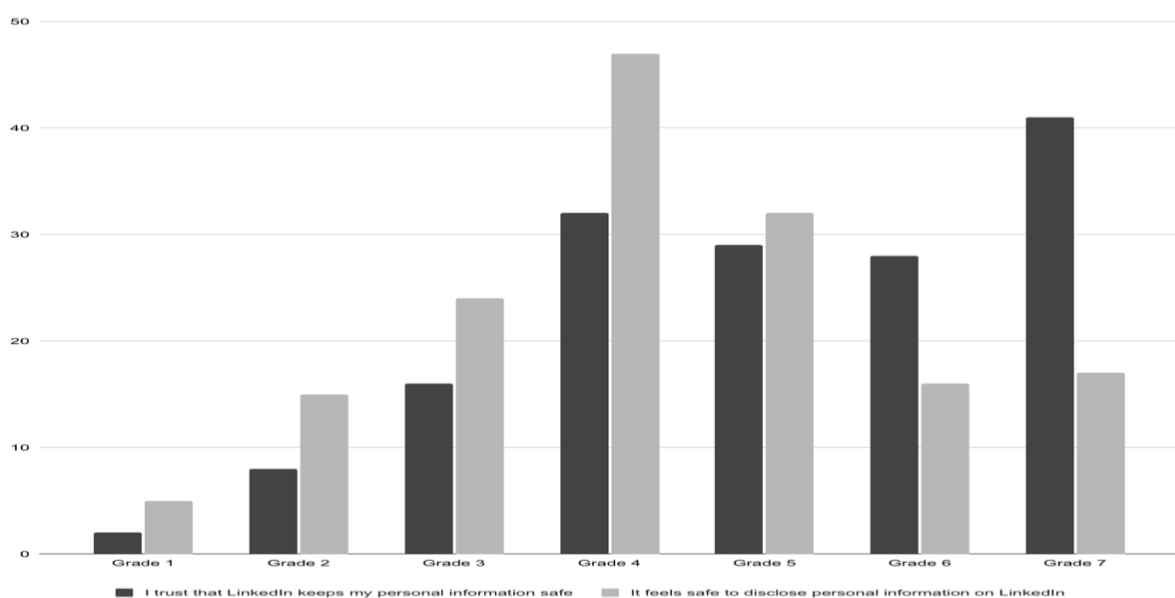


Figure 14 : Graph about the opinion of interviewees on data security

For the most part, we can see that users trust LinkedIn to protect their data. Indeed, 23.7% of them gave a rating of 7 out of 7. On the other hand, the ratings are a little lower for the fact that users feel safe to disclose their information. Average score is 4.3 out of 7. This means that people pay attention to the information they publish. They do not feel completely safe, but they trust LinkedIn for basic information such as the publication of their CV with their contact details, experiences etc.

The second important point that the author wanted to understand concerns the quality of customer service. Indeed, it is one of the elements that constitute the quality of the brand in general. Respondents were therefore asked about their opinion about LinkedIn's customer service. So I ask for two answers: « the customer service is easy to contact on LinkedIn» and « the customer service can be contact in different ways on LinkedIn».

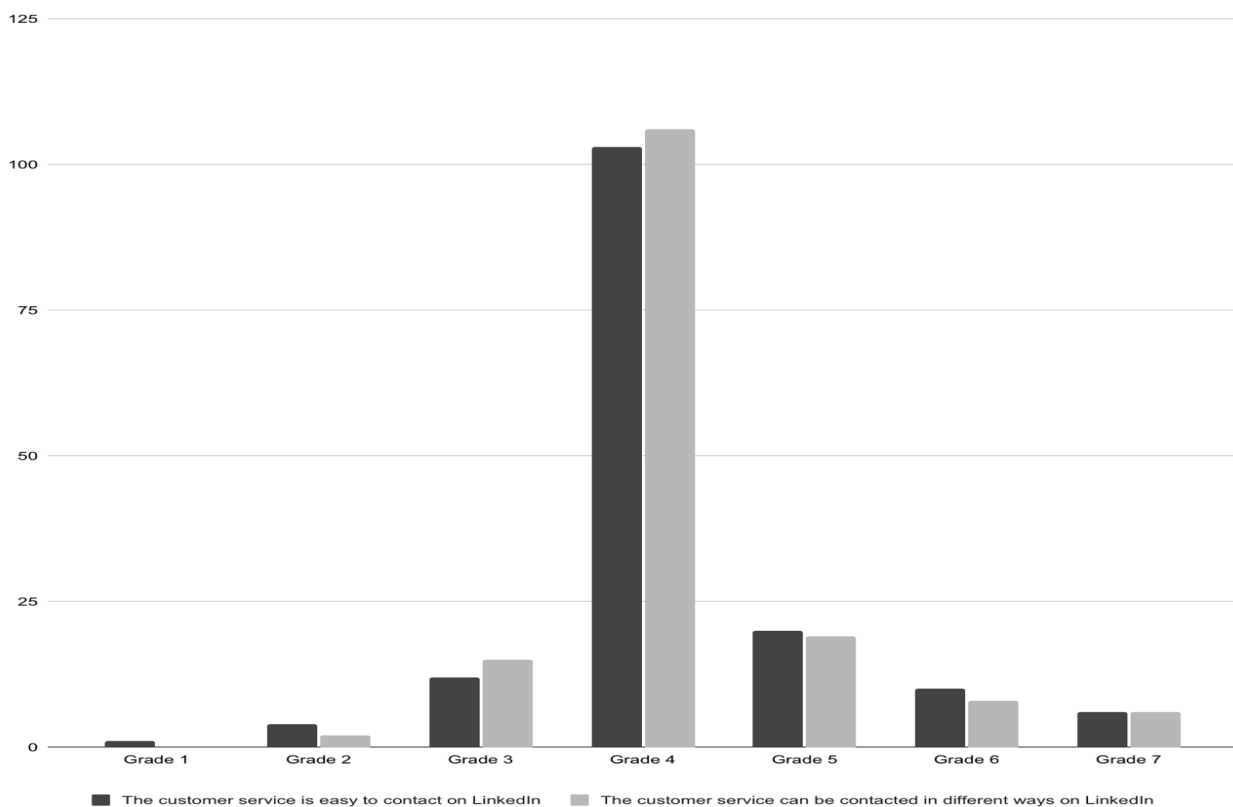


Figure 15 : Graph about the opinion of interviewees on LinkedIn's customer service

As we can see, for these two questions the majority of respondents answered with a score of four out of seven. They therefore feel that the quality of customer service is not bad but could be improved.

The last point concerning the perceived quality of users relates on the ease of navigation on the social media and the interface. This, four statements were devoted to this subject: concerning the quality of the website, the design, how it's easy to use and to find information.

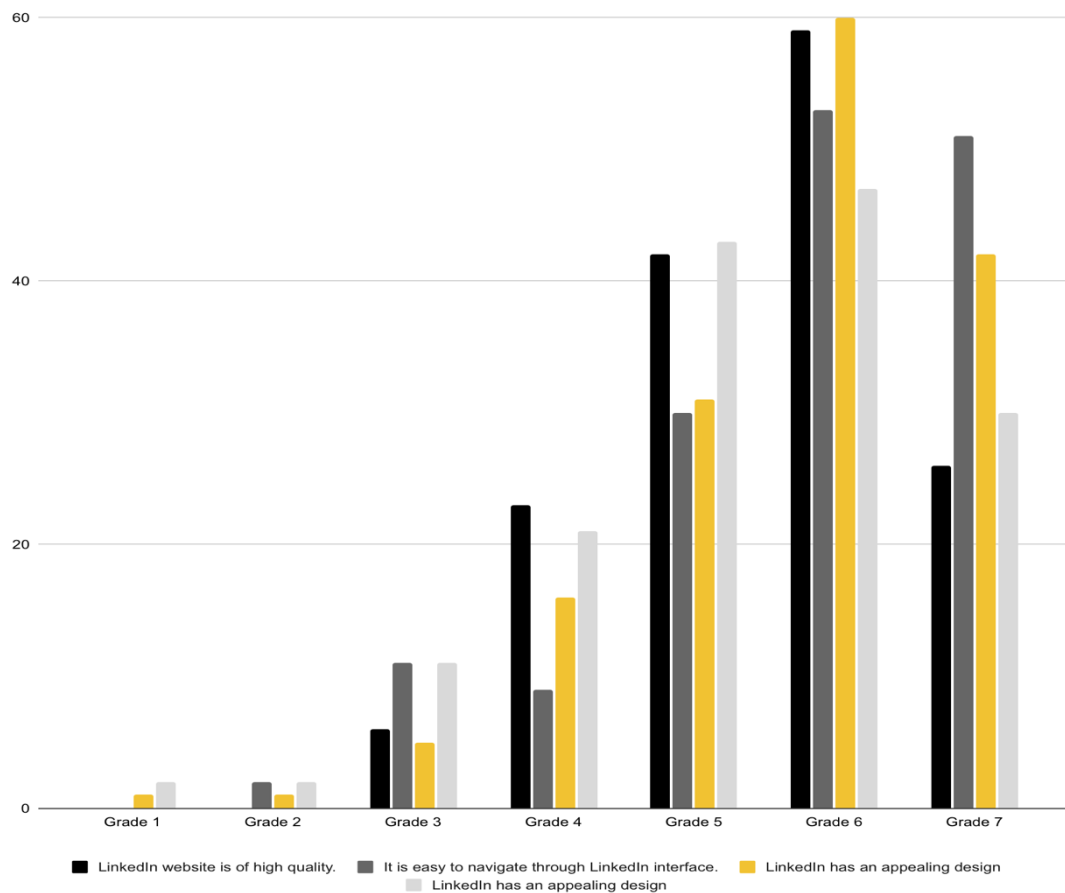


Figure 16 : Graph about all the aspects of perceived quality

Thanks to these different answers, we can see that the quality of the website in general rule is rather good. All questions have a score higher than 5 out of 7.

As we can see from the chart below, there is a link between the perceived quality of users and their chance of using LinkedIn in the future. Indeed, the higher the perceived quality, the more the curve of intention to use increases. Therefore, the question about the influence of perceived quality on intention to use is true.

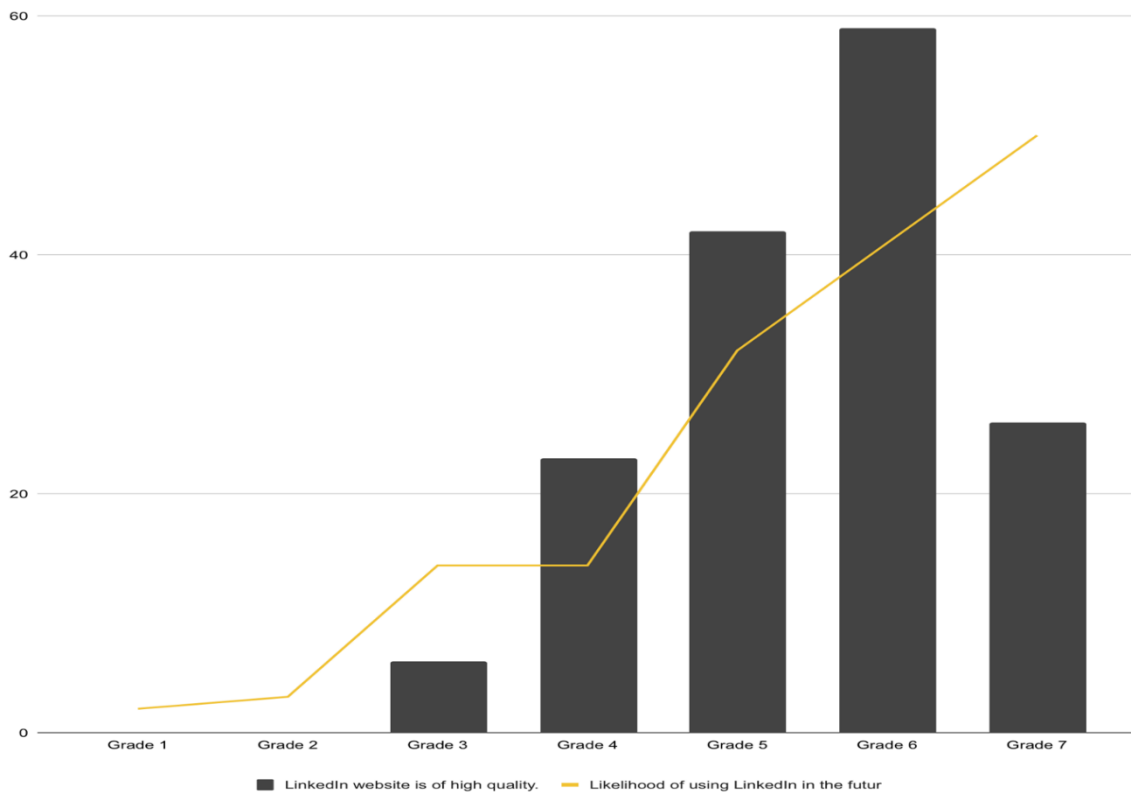


Figure 17 : Link between LinkedIn web site quality and intention to use in general

We now know that interviewees find LinkedIn to be a rather qualitative social network. However, the author seeks to know if finding a job through this company can increase the perceived quality and therefore the intention to use. For this, the author only uses the answers of people already found a job thanks to LinkedIn. As a reminder they are only 22 out of 156 respondents.

As we can see from the chart below, there is a link between finding a job and perceived quality. Indeed, people who have found a job tend to want to reuse LinkedIn more than in the previous chart. Of all those interviewed, 16.6% gave a mark of seven out of seven for their intention to use the app again in the future. By counting only those who have found a job thanks to LinkedIn, this score rises to 27.3% on this same note. This is an increase of 10.7 points.

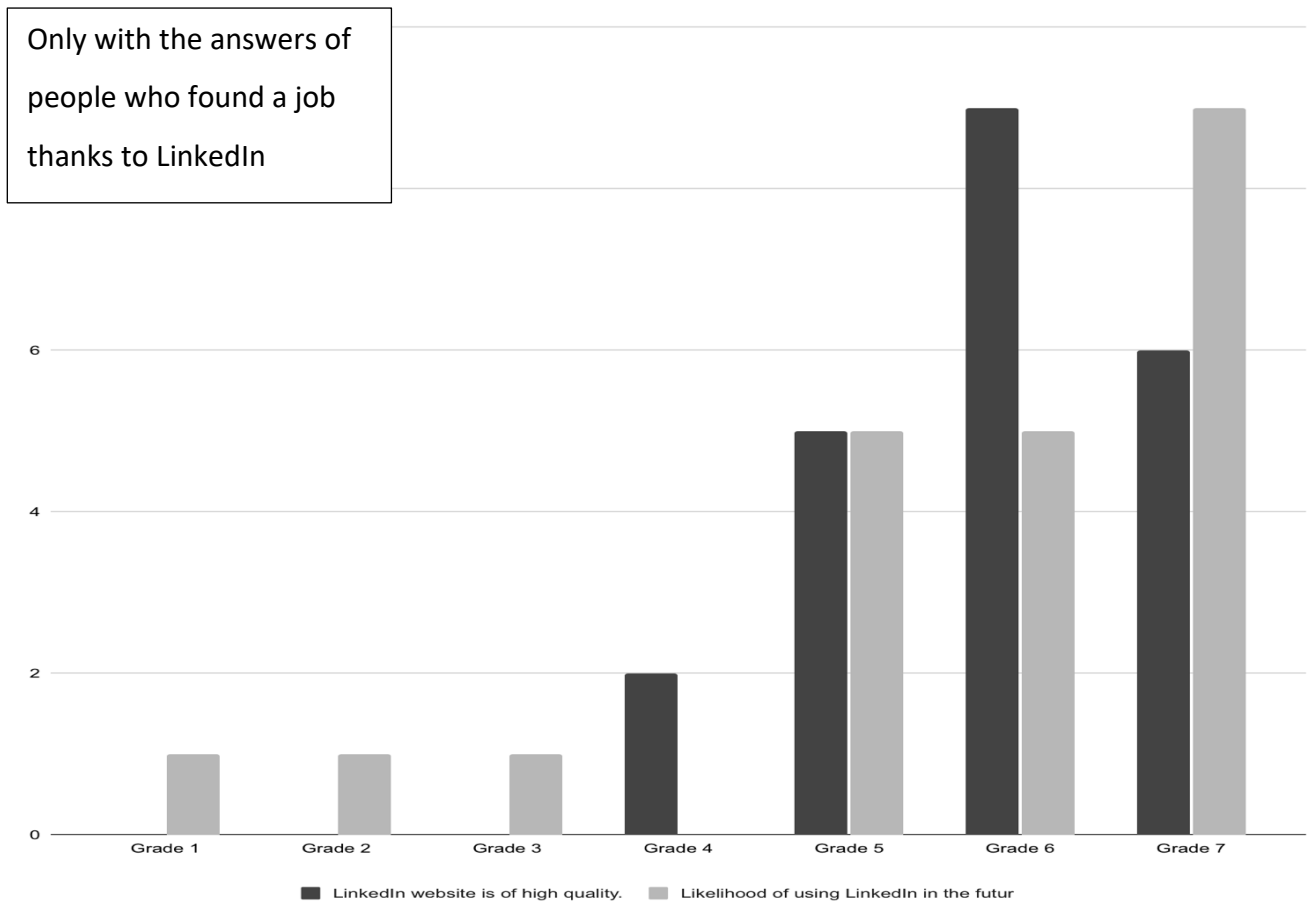


Figure 18 : Link between web site quality and intention to use for people who found a job thanks to LinkedIn

So, as we can see on the graph, the more the perceived quality increases, the more the intention to use LinkedIn in the future also increases. We can therefore say that this statement is true. Finding a job thanks to LinkedIn increases the perceived quality and therefore the intention to use the application again.

4.5 LinkedIn brand loyalty results

The next question is to know if the brand loyalty has a positive impact on the intention to use LinkedIn. As a reminder, brand loyalty corresponds to the probability that a loyal user can switch to another brand. For this, the author asked the interviewees if they considered themselves loyal to LinkedIn. In addition, the affirmation « I will not choose other e-recruitment websites if LinkedIn is available » is also used to estimate respondent loyalty.

Thus, the chart below shows how users feel loyal to LinkedIn. We can see that on average people consider themselves loyal to 4.4 out of seven. 49.4% of them put a rating higher or equal to four out of seven. This means that people who answered this questionnaire consider themselves rather loyal to LinkedIn.

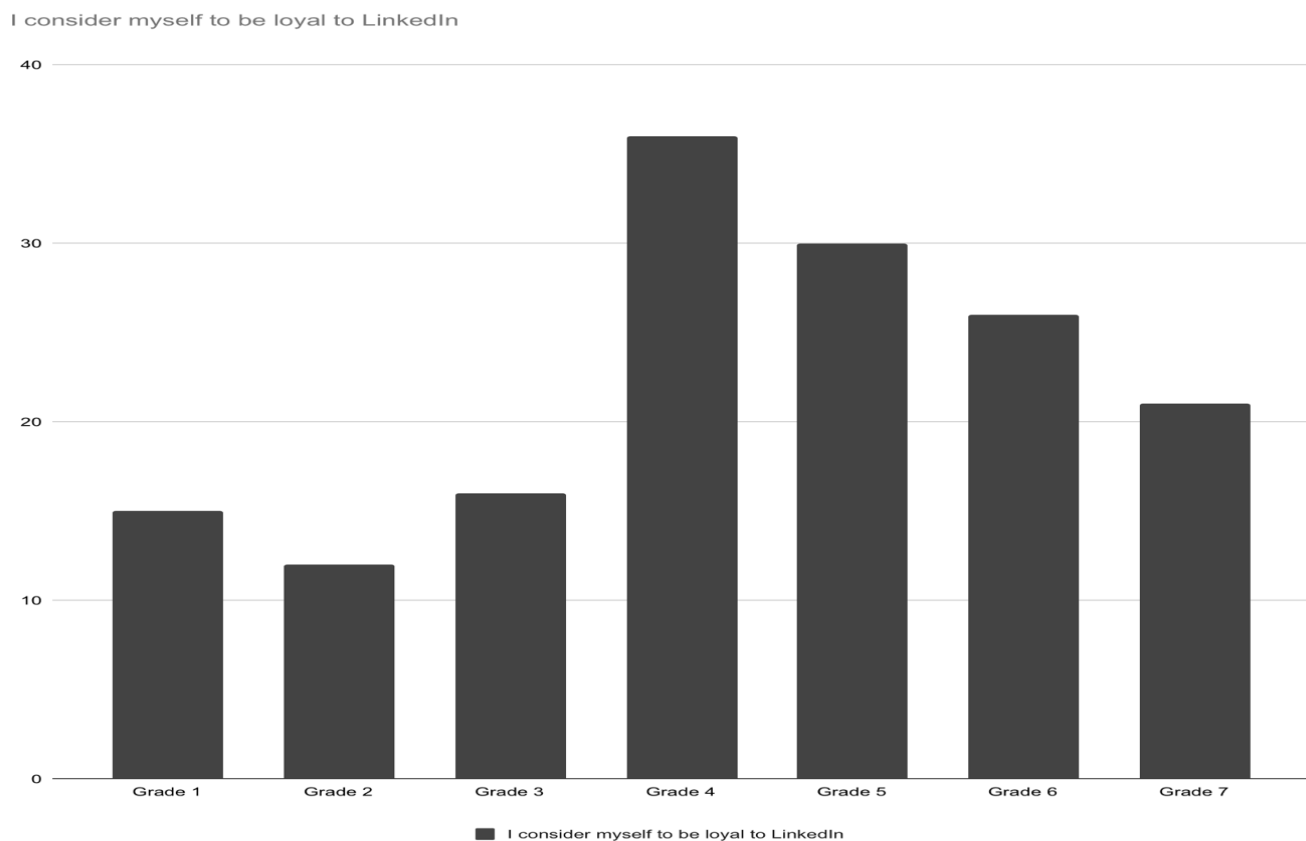


Figure 19 : Loyalty of respondents about LinkedIn

Thus, the author will compare the opinion of users on their own loyalty with the fact that they can use another brand even if LinkedIn is available. According to the chart below, there is a real difference between respondents' opinion of themselves, and the reality about their action when they can use another site similar to LinkedIn. Indeed, as seen previously, on average people say they are loyal to 4.4 out of seven. However, on average, only they note to 3.1 out of seven the fact that they would not choose another site of online recruitment.

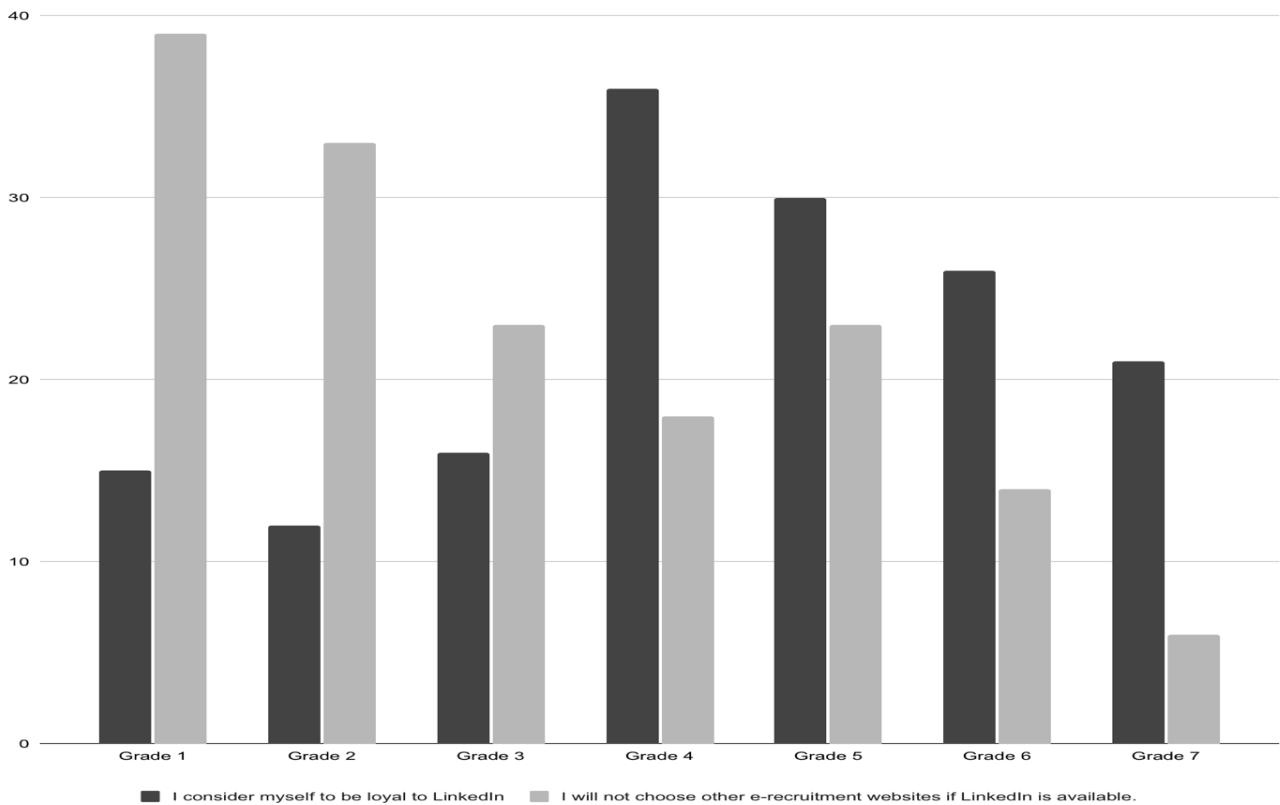


Figure 20 : Graph about the opinion of respondents about their loyalty and brand loyalty

If we compare this result with the intention to use LinkedIn in the future, we can also see that there is a link between these elements.

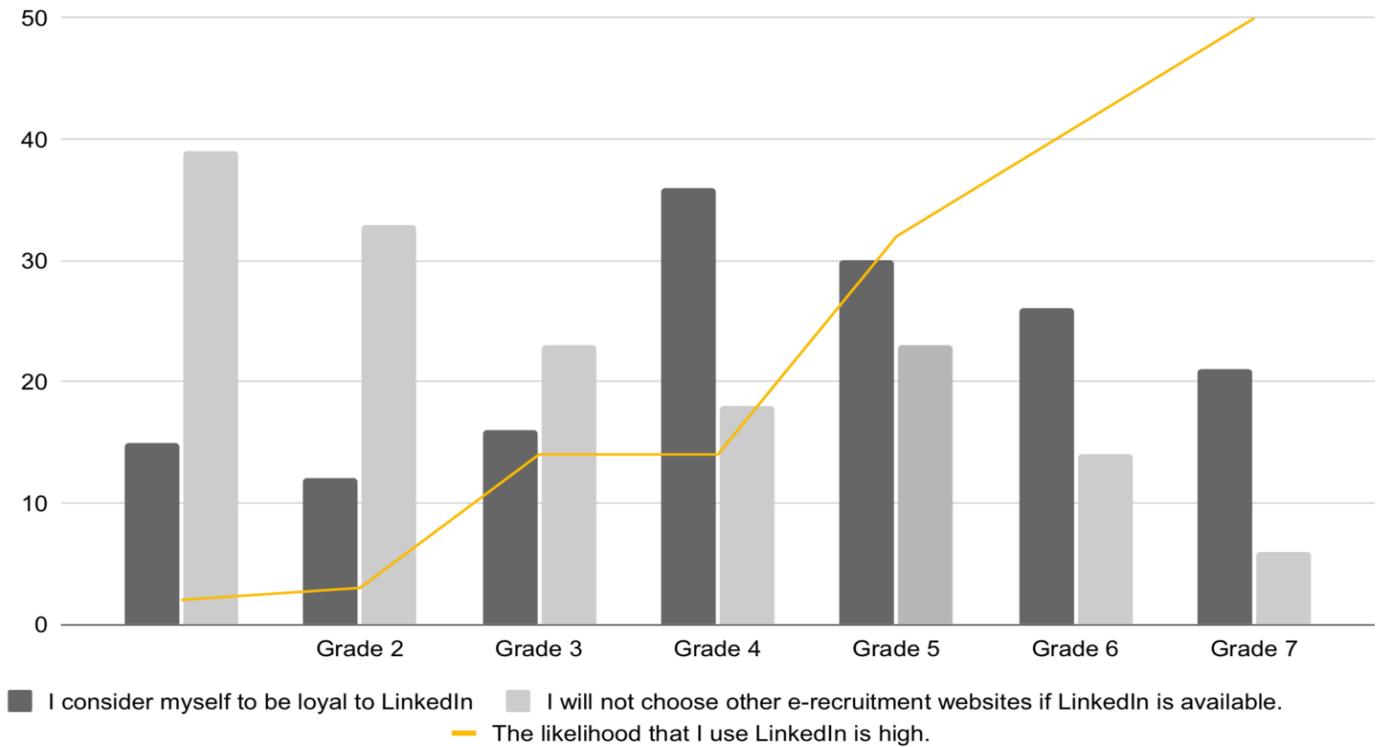


Figure 21 : Link between brand loyalty and intention to use

We can therefore say that brand loyalty does influence the intention to use LinkedIn. This means that once they have used the social media, users continue to use it. However, the fact that there are many online recruitment platforms makes the industry very competitive. Thus, users go on several at once to multiply their chance. This is the reason why LinkedIn seems to be the favourite of users, the most used and for which they could be loyal. But they use other similar.

This is why the author also wanted to know if acquired a job via LinkedIn moderates the relationship between brand loyalty and individuals’ intention to use LinkedIn. It is possible that getting a job makes the loyalty of users more important because they place this site at the top of their ranking. Again, the results of those who found a race job thanks to LinkedIn were crossed with their loyalty and intent to use it again.

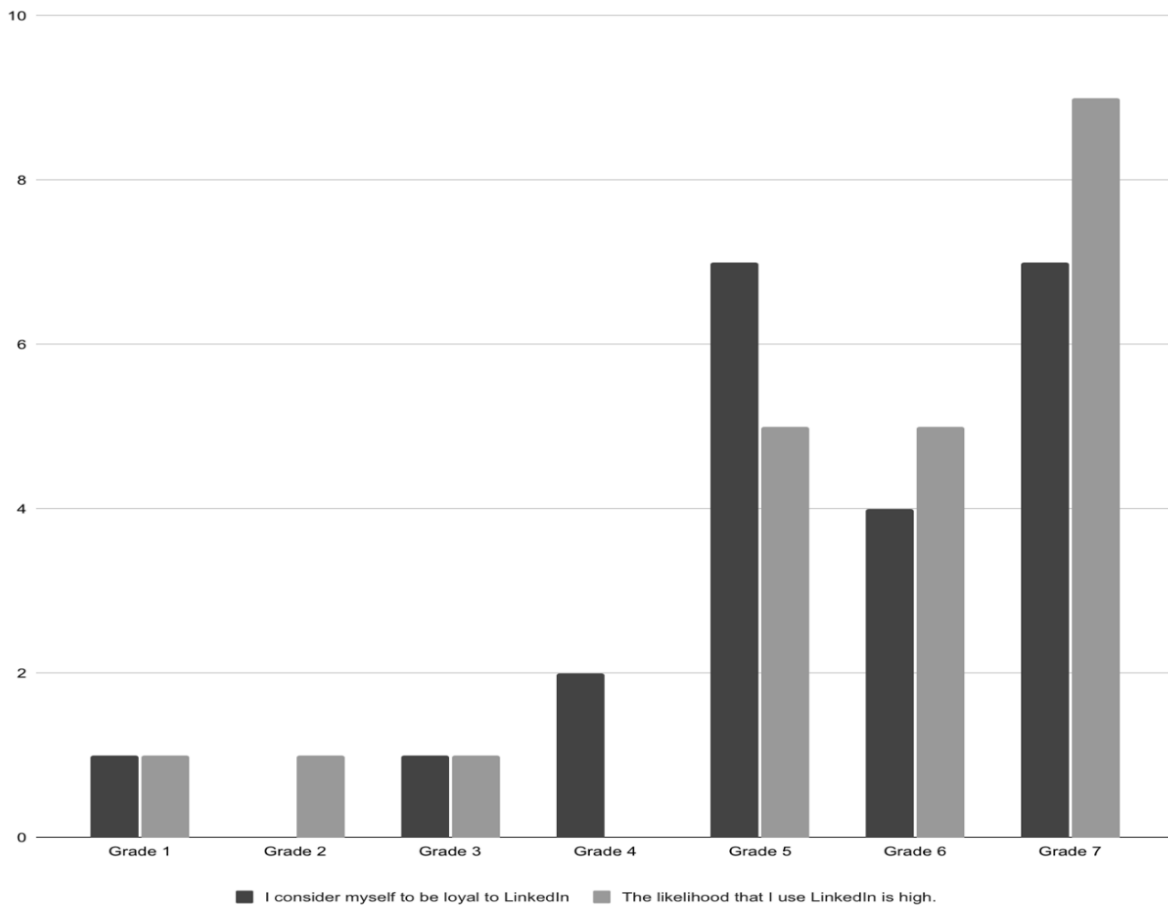


Figure 22 : Comparison between loyalty of consumer and intention to use

Thus, we can see that people who have found a job consider themselves loyal and there have more intention to use LinkedIn in the future. Indeed, in the previous graph, we see that 13.5% of people had a score of seven out of seven regarding their loyalty. This score rises to 31.8% for those who found a job thanks to LinkedIn. We can therefore say that finding a job through LinkedIn increases brand loyalty and the intention to use the site again is true.

4.6 LinkedIn brand equity results

Finally, the main element that encompasses all of the above is brand equity. The objective is therefore to understand if LinkedIn brand equity has a positive relationship on individuals' intention to use LinkedIn. As we saw earlier, the term brand equity represents the fact that users recognize LinkedIn among other similar brands. The author therefore asked the respondent if they would be able to recognize LinkedIn in general. But also, if they recognize the brand logo. Indeed, the recognition of a company can be done through the name, but also the logo or the design of the website.

In order to understand whether the recognition of the brand has an impact on the intentions to use it, the author also asked respondents if they intended to use LinkedIn in the near future.

Thus, by cross-referencing the results, we try to understand what the impact of the brand equity on the intention to use is. All of these responses were rated on a scale of 1 to 7. Seven was the best result, meaning that the respondent recognizes the LinkedIn logo for sure. The first observation that the author makes is that the majority of respondents feel that they can recognize LinkedIn among similar brands. In addition, 84.6% of them are able to recognize the logo. As we see in the graph below, this shows the importance of LinkedIn among other brands. Indeed, it's one of the most important brands in the online recruitment sector.

According to the results concerning the recognition of LinkedIn in general, 94.2% of those who answered this question scored 4 out of 7 or higher. While to recognize the LinkedIn logo, 99.3% of respondents also scored 4 or more. So, we can say that LinkedIn brand equity is very important. We can also see that people have an easier time recognizing a brand visually. Indeed, more people have declared that they can recognize the brand thanks to its logo.

Thus, below is the graph representing the two questions asked to respondents to re their ability to recognize LinkedIn.

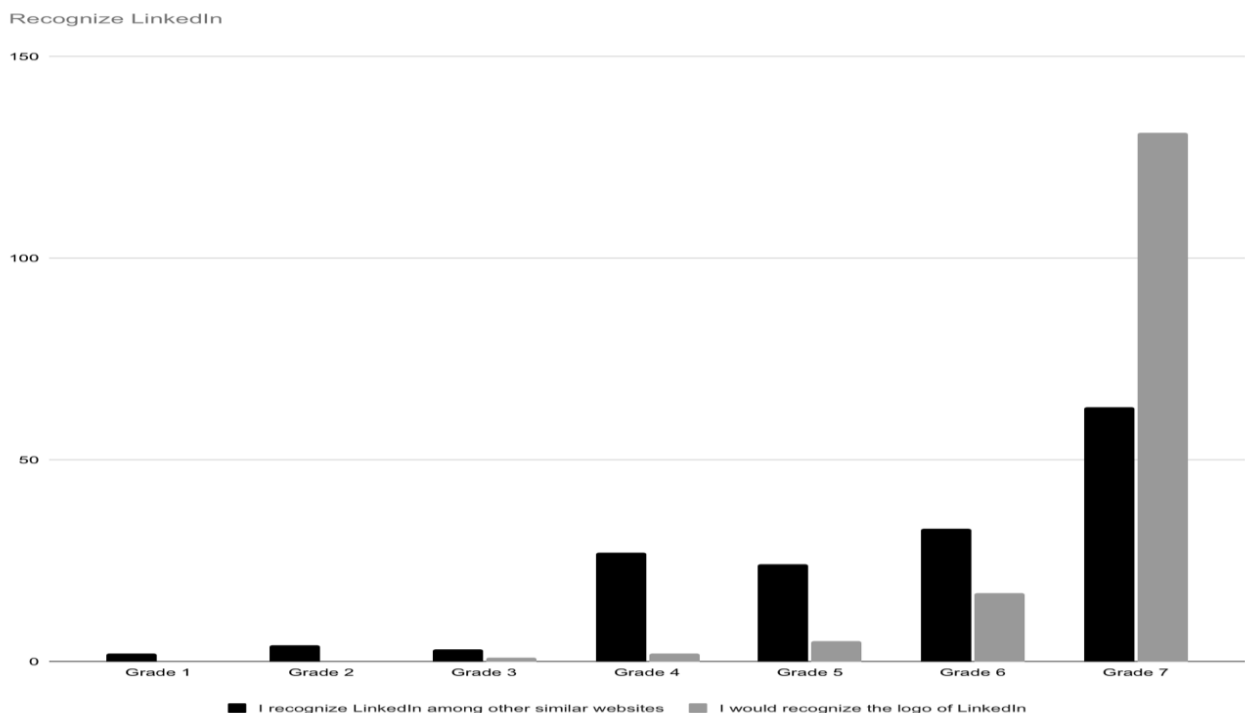


Figure 23 : Graph about LinkedIn recognition

Next, the author wanted to know if the people who answered this questionnaire have the intention to use LinkedIn. Same as the previous question, responses are scored from 1 to 7. If the person notes their intention to use LinkedIn with a score of 7, that means there is a good chance that they want to do it.

Based on the results of this question, the majority of people say that they have the intention to use LinkedIn in the future. Indeed, the average grade in this question is 5,5 on 7. The graph below shows that indeed people have a high chance of using LinkedIn because most of the results are above five out of seven.

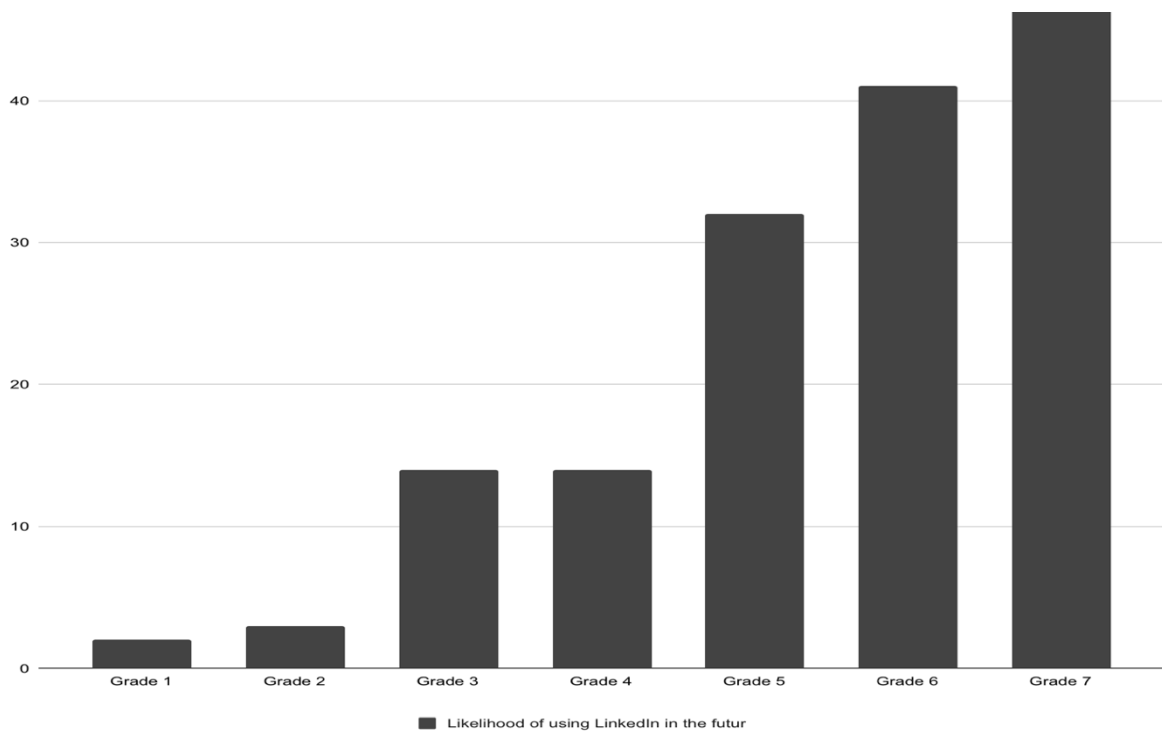


Figure 24 : Graph about Likelihood of using LinkedIn in the future

The aim now is to cross-reference the results of the two preceding graphs in order to understand whether the brand equity has an impact on the intention to use LinkedIn. The graph below represents the data put together.

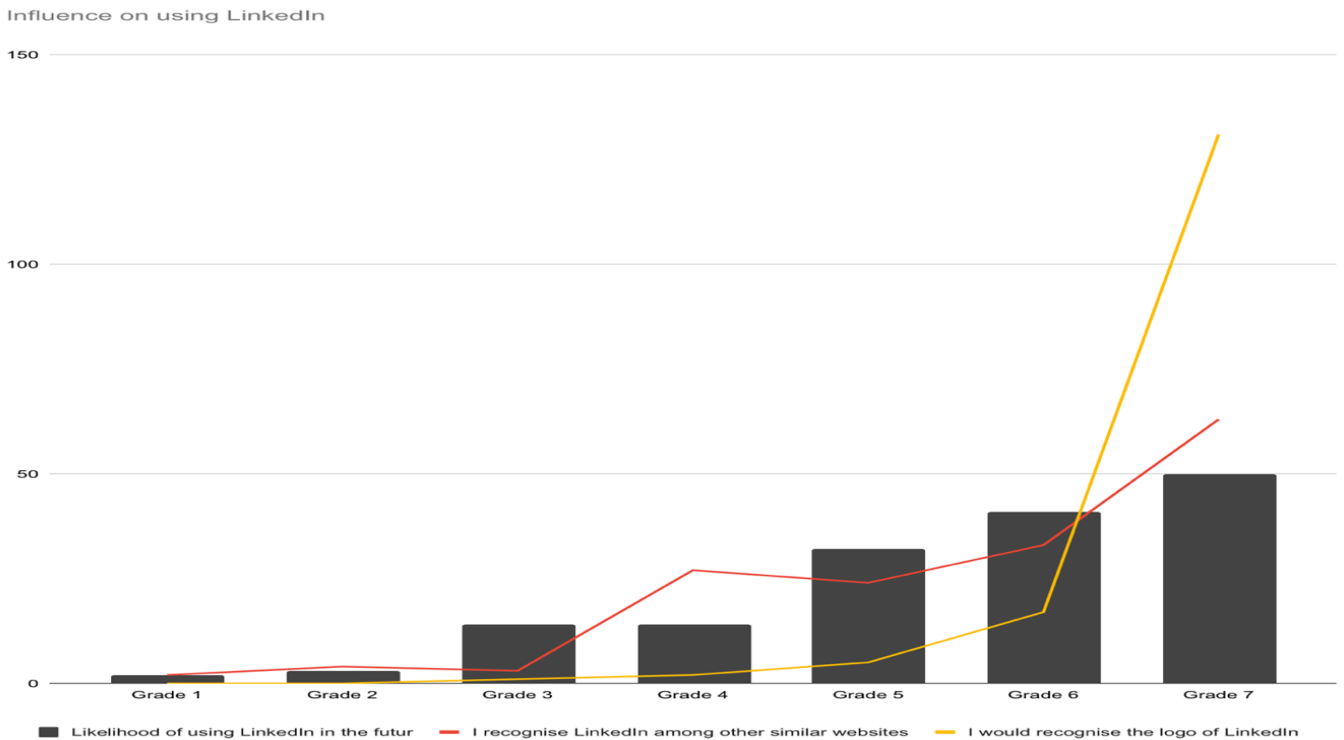


Figure 25 : Graph about relationship between brand equity and intention to use

As we can see, there is a link between Brand equity and the intention to use LinkedIn. In fact, since people are more easily able to recognize the brand among other similar ones, the chances of using the application in the future increase. Thus, if we take the two opposite results, the 1.3% of people who devastated do not recognize LinkedIn at all (with a rating of one in seven), are equivalent to the 1.3% of people who say they do not intend to use LinkedIn in the future (with the same score out of seven). In addition, the 40.4% of people who fully recognize the brand (with a score of seven out of seven), increase the intention to use to 32.2%. This represents an increase of 30.8 points.

Now we can say that the brand equity has a positive impact on the intention to use LinkedIn.

But some factors can influence this brand equity. This is why the author wanted to know if acquiring a job via LinkedIn moderates the relationship between LinkedIn brand equity and individuals' intention to use LinkedIn. Now, we know that they are intending to use LinkedIn in the future on the part of respondents. The objective is therefore to compare these results with the number of people who have managed to find a job thanks to LinkedIn. Indeed, we try to see if getting a job increases brand equity, and therefore the intention to use the application.

First, here is the table representing the people who managed to find a job thanks to LinkedIn or not. We can see that the majority of respondents did not manage to find a job thanks to this brand. Indeed, they represent 85.9% of them.

Have you ever got an employment via LinkedIn?	
Yes	22
No	134

Table 4: Number of persons who found a job thanks to LinkedIn

To understand this phenomenon, the author chose to look at whether the people who answered "No" to this question still intend to use LinkedIn in the future. On average, those who answered "No" to this question scored 5.5 out of 7 on their intention to use LinkedIn in the future. While the people who answered yes, I have already found a job thanks to LinkedIn, have an average 5.6% chance out of 7 to use LinkedIn in the future. The difference is therefore not significant enough to be significant.

We can therefore say that finding a job through LinkedIn does not really have an impact on brand equity and the intention to use the application in the future. Indeed, whether this impact is positive or negative, the statistics show no real difference in the intention of users.

5 Discussion

5.1 Limitations, reliability and validity

This study is based solely on a questionnaire in the form of a quantitative survey. Thus, the data used were collected from a significant sample of 156 people. The reliability of the research is also based on a detailed literature review. Data was rigorously analyzed following a predefined plan and method.

However, there may be some limitations to this research. First, the data was collected randomly by disseminating the questionnaire directly on the LinkedIn platform, but also to all ESC business school students. In addition, the data has been obtained from relatively heterogeneous sample of the target population.

Using the convenience sample technique, the author obtained 83.3% of the Z generation student profile. A more representative sample using random sampling techniques could have been used in order to obtain more diversity and thus have more generalizable data. Indeed, it might have been interesting and important to collect the opinion from other generations with various demographic backgrounds on much larger scale to make the results more representative with regards to the entire population.

In addition, when asked about the name of the online recruitment platform that the interviewees use (to find out LinkedIn's level of brand awareness) it should have been precise that only one response was expected. Some respondents made a list of several social media. The author therefore used the first brand cited but a margin of error is possible. Finally, the author found that all the elements that define brand equity are much more variable in an online environment. Thus, the responses obtained on a company like LinkedIn can quickly evolve according to the periods and the profile of the respondents.

5.2 Answering the research questions

All the questions were concentrated around one main research question. It is: How is brand equity impacting e-recruitment. And next two sub-questions appear. The first one is: How brand awareness, brand association, perceived quality and brand loyalty influence the brand equity? And the second one is: Which factors influence the intention to use. To summarize the answers to these questions, the table below indicates whether the affirmation made were true or false.

First, the concept of brand awareness also revealed that it had a positive impact on the intention to use LinkedIn in the future. However, finding a job via this social media has no impact on this element. This means that even though a person is found a job, it does not necessarily mean that it is LinkedIn who come to mind first when asked about the various online recruitment sites that he knows. At the same time, the intention to use it is not increase.

Moreover, the concept of brand association has shown that it has no impact on the intention of people to use LinkedIn. This means that LinkedIn does not have enough special factors that differentiate it from other online recruitment sites. Thus, the intention to use it to use has not increase. In addition, finding a job thanks to LinkedIn has shown that the concept of brand association does not increase to. Again, this also means that it does not impact the intention to use this social network for professionals.

On the other hand, the concept of perceived quality showed that it had an impact on the intention to use LinkedIn. This means that the higher the quality of the website (as well as the proposed customer service), the greater the intention to use it. In addition, finding a job also increases the perceived quality. Thus, there is a positive relationship between these elements.

Next, the element concerns loyalty to the brand. Of course, the data has shown that brand loyalty increases the intention to use it. This applies to people who have already used LinkedIn. If they are loyal, they benefit from using the site in the future. Moreover, finding a job increases that loyalty. So, individuals have even more intention of using the social media.

As we can see, the concept brand equity has a positive aspect on the intention of French people to use LinkedIn. The fact that they find a job also increases this perception of the concept and thus their intentions.

Research	Supported
<p>LinkedIn brand awareness has a positive relationship on individuals' intention to use LinkedIn website.</p> <p>Acquired a job via LinkedIn moderates the relationship between LinkedIn brand awareness and individuals' intention to use LinkedIn website.</p>	<p>Yes</p> <p>No</p>
<p>LinkedIn brand association has a positive relationship on individuals' intention to use LinkedIn website.</p> <p>Acquired a job via LinkedIn moderates the relationship between brand association and individuals' intention to use LinkedIn website.</p>	<p>No</p> <p>No</p>
<p>Perceived job quality has a positive relationship on individuals' intention to use LinkedIn.</p> <p>Acquired a job via LinkedIn moderates the relationship between perceived job quality and individuals' intention to use LinkedIn website.</p>	<p>Yes</p> <p>Yes</p>
<p>Brand loyalty has a positive relationship on individuals' intention to use LinkedIn.</p>	<p>Yes</p>

Acquired a job via LinkedIn moderates the relationship between brand loyalty and individuals' intention to use LinkedIn website.	Yes
LinkedIn brand equity has a positive relationship on individuals' intention to use LinkedIn websites.	Yes
Acquired a job via LinkedIn moderates the relationship between LinkedIn brand equity and individuals' intention to use LinkedIn website.	No

Table 5: Summary of findings

5.3 Dialogue between key results and knowledge base

Initially, the research is based on an existing thesis already carried out in 2016 (Guselin. M, Jørgensen. J and Johansson. S). It focused on brand equity as part of online recruitment platforms. Today, the author has chosen to adapt his research by focusing solely on LinkedIn. Thus, comparisons are made with the Head that we can compare the results of LinkedIn among other recruitment sites. But also, through the increase of the digitalization of this sector between 2016 and 2022. The research carried out in 2016 was based on a very precise statistical analysis. Today it is a comparison with new data, but the analysis is based solely on the description of them.

Concerning the concept of brand awareness, the results are identical between the two research. Brand awareness does have a positive impact on the intention to use the site. This means that LinkedIn is also in agreement with this result and is working on its brand awareness to encourage people to use its brand. In addition, finding a job via the social media moderates the relationship between brand awareness and individuals' intention to use it. This is an important point for LinkedIn. Indeed, this means that the brand can work on this point in order to stand out from others and to encourage people to use it.

Then, concerning the fact that the brand association can have an impact on the intention to use it is entirely false. In this case, the results are identical to previous searches. Moreover, even finding a job thanks to the site, whether it is LinkedIn or another, does not increase the brand association and the intention to use. This is something that businesses can take away from marketing. In fact, it is not necessary for them to invest time and money for users to choose their brand rather than another. Indeed, the same conclusions were made in 2016 Guselin. M, Jörgensen. J and Johansson. S. As seen previously, this is due to the fact that the online recruitment sector is very competitive. Thus, people are not present only on a single recruitment site but on several.

Next, the author's research has shown that the perceived quality of users has a positive impact on their intention to use LinkedIn. Research dating back to 2016 (Guselin. M, Jörgensen. J and Johansson. S) had led to identical conclusions concerning all the sites of online recruitment. Moreover, the data collected in 2022 show that finding a job thanks to LinkedIn increases the perceived quality and the intention to use the site. This is not the case in 2016. Indeed, previous research shows no link between acquired a job via an e-recruitment social media, perceived quality, and individuals' intention to use e-recruitment websites. This means that unlike all recruitment platforms, the quality of the LinkedIn site allows users to have more intention of using the site. This phenomenon may also be due to the increase in the use of recruitment sites between 2016 and 2022. New technologies make sites more efficient and offer a better user experience. This may also be due to the fact that LinkedIn offers better customer service than other online recruitment sites.

After, both studies have shown that brand loyalty has a positive impact on the individual intention to use. However, once again, the impact of finding a job through the recruitment site differs. Indeed, during the searches carried out in 2016, the author had not found a significant link between acquired a job via an e-recruitment social network, brand loyalty and individuals' intention to use. On the contrary, research done in 2022 shows that when a person gets a job thanks to LinkedIn, they are more loyal to the brand and have more intention of using it in the future. This is certainly due to the fact that LinkedIn is the most important online recruitment platform. Beyond job vacancies, it offers a real network of communication between users. Thus, even if people are active on different platforms and their fidelity is more variable because of the number of existing social media, users remain very active and loyal to LinkedIn. If they find a job thanks to this site, they can be more convinced of its effectiveness and could be more loyal.

Initially, the research carried by Guselin. M, Jörgensen. J and Johansson. S (2016), showed that there was a positive link between brands equity and intention to use. The findings are the same in 2022. However, in previous results, finding a job through a recruitment platform moderates the relationship between brand equity and individuals' intention to use e-recruitment social network for professionals. Today, the data does not show a direct link between these elements and LinkedIn. This means that unlike recruitment platforms in general, finding a job through LinkedIn does not allow this company to increase its brand equity and the intention to use on the part of users.

6 Conclusions

6.1 Key Findings

The aim of this research was to understand the concept of brand equity and the set of elements that make it up. Thus, the author wanted to know if this could influence the intention of individuals to use LinkedIn. In addition, the purpose of the study was to determine if finding a job through this brand could influence these concepts, and therefore the intention to use.

The results show that, as a general rule, brand equity does have a positive influence on the intention of individuals to use LinkedIn. It is particularly the aspects of brand awareness, perceived quality and brand loyalty that have a significant influence.

In addition, the data analyses show that in an online environment such as LinkedIn, it is the perceived quality of users that has the greatest impact on the intention to use. Thus, the company must work on this aspect to retain individuals, justify the quality of their website, and increase its market share in a highly competitive environment.

Moreover, the concept of brand association is the only one that has proven to have no impact on the intention to use. Whether in general or having found a job thanks to LinkedIn, the data showed that the questions about brand association are false. This is important information for companies because they are not going to invest in marketing in this sector. It is not necessary to convince individuals as this does not impact their intention to use LinkedIn.

Finally, the results showed that finding a job through LinkedIn still did not always positively influence the intention to use. Indeed, on the concepts of brand equity, brand awareness and brand association, this variable element does not impact the intention to use. This is good news for LinkedIn because it means that even if individuals do not find jobs thanks to their recruitment platform, it is not necessarily impacting the image and reputation of their company.

Thus, social networks such as LinkedIn have a real impact on e-recruitment. It has become a common use for job seekers and people working in human resources. So, we now know what concepts and factors influence brand equity and the intention of individuals to use LinkedIn.

6.2 Managerial implications

As part of his research, the author was able to draw several conclusions, notably around the intention to use LinkedIn. These can be used for managers, recruiters, all the people who work in the human resources sector with some recruitment. Today, we know that online recruitment is an important part of the market. Information is increasingly digitized and job advertisements are circulating through multiple channels. The Covid-19 crisis has accelerated this process by making physical interactions more complicated. As a result, recruiters have had to make more adjustments to contact and communicate with candidates. LinkedIn is now an essential platform in the online recruitment sector. In particular, we have seen that one of the most important concepts is the quality perceived by users. This information is essential for LinkedIn. We know that in marketing, it is much easier and less expensive to retain an existing customer than to convince new ones. Thus, if the social media is easy to use and offers interesting features for both recruiters and job seekers, they could be satisfied with their experience. Also, the customer service must be of quality to offer good communication between the company and the users. Thus, there is more chance that they reuse the application.

Thus, this research showed that four concepts were important for LinkedIn to differentiate itself in this competitive market. These are brand equity, brand awareness, perceived quality, and brand loyalty. This information can be used both for recruiters, but also for the LinkedIn company itself. Indeed, this research can help to know what elements to focus on to attract users in addition to the quality of the website.

In addition, it would be interesting for recruiters to know the effectiveness of recruitment sites based on business lines. Indeed, this research focuses only on LinkedIn. However, we have seen that job seekers are not loyal to a single social network for professionals but present on several. It is therefore possible that, depending on the sector of activity and the position sought, the effectiveness of LinkedIn can vary. For example, more qualified profiles may be found on LinkedIn while different other profiles may be found on other recruitment sites. So, recruiters need to be adaptable. Recruitment is a changing area where the digital side is very important. If companies want to find the candidates that match them, they can also use all the concepts seen previously around the brand to make their company more attractive than others. Indeed, we know that in certain sectors of activity, it is difficult to find candidates. It is sometimes necessary to know how to stand out.

6.3 Recommendations for future research

It might be interesting to continue this research. Indeed, the online recruitment sector is expanding. New generations entering in the labour market are looking for jobs mainly on the internet. They go through the sites of companies directly but mostly on recruitment platforms such as LinkedIn. That is why this is a sector that continues to evolve. LinkedIn must therefore adapt, renew, and offer new functionalities in order to differentiate itself and satisfy the needs of users.

We saw previously that there is a difference between the author's research and the data that was analyzed in 2016 by Guselin. M, Jörgensen. J and Johansson. S. It can therefore be said that the results may vary according to the behavior of the users. It is therefore interesting to see how this can still evolve to understand how companies such as LinkedIn can adapt.

However, if new research is being done on this topic, some changes can be made to limit the margin of error and make the results more representative. As a first step, this questionnaire should be based on a much more varied sample in terms of number and diversity. Indeed, this study focused on the point of view of the French. However, it would be interesting to collect data from different nationalities. Thus, it would be an opportunity to see if, based on cultures and habits, users' attitudes towards online recruitment platforms such as LinkedIn are changing. In addition, as explained above, it would be interesting to have a greater variety of generation. It is possible that depending on the age the opinion of users on LinkedIn changes. This would be an opportunity to see if the company needs to adapt its brand image to its target. Moreover, by binding on a more complete

sample, there would be the possibility of collecting the results of people from different sectors of activity. As mentioned earlier, this could give companies a broader overview to better target their recruitment.

Second, some changes can be made to the questionnaires. For example, authors advised to add a question to know if the respondents have already used customer service. Indeed, in the data collected, many say that they were satisfied with this service by mostly using a score of four out of seven. However, it is possible that this result is not representative if people have never used it. Thus, they put a note in the middle that is not significant.

References

Aaker, D. A. (1991). *Managing Brand Equity: Capitalizing the value of a brand name*. New York: THE FREE PRESS.

Aaker, D. A. (1996). "Measuring Brand Equity Across Products and Markets", *California Management Review*, Vol. 38, No. 3, pp. 102-120

Ambler, T. (1994). "Marketing's Third Paradigm: Guanxi", *Business Strategy Review*, Vol. 5, No. 4, p. 69

Berry, L. (2000). "Cultivating service brand equity", *Journal of the Academy of marketing Science*, Vol. 28, No. 1 pp. 128-137

Buil, I, Martínez, E, & de Chernatony, L. (2013). "The influence of brand equity on consumer responses", *Journal Of Consumer Marketing*, Vol. 30, No. 1, pp. 62-74

Chen, Y, Shang, R, & Kao, C. (2009). "The effects of information overload on consumers' subjective state towards buying decision in the internet shopping environment", *Electronic Commerce Research And Applications*, Vol. 8, pp. 48-58

Cho, Y. K. (2015). "Creating customer repurchase intention in Internet retailing: The effects of multiple service events and product type", *Journal Of Retailing And Consumer Services*, Vol. 22, pp. 213-222

Gill, J. & Johnson, P. (2002). *Research methods for managers*, Sage.

Gommans, M. Krishnan, K, & Scheffold, K. (2001). "From Brand Loyalty to E-Loyalty: A Conceptual Framework", *Journal Of Economic & Social Research*, Vol. 3, No. 1, pp. 43

Gulati, PM. (2009). *Research Management: Fundamental and Applied Research*, Global India Publications, p.42

- Guselin, M, Jörgensen, J and Johansson, S. (2016), "Brand equity for E-recruitment companies"
- Keller, K. L. (1993). "Conceptualizing, measuring, and managing customer-based brand equity", *The Journal of Marketing*, Vol. 57, No. 1, pp. 1-22
- Keller, K. L. (2001). "Building customer-based brand equity: A blueprint for creating strong brands.", Report number. 01-107, pp. 3-38.
- Keller, K. L. (2003)., *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, 2nd ed., Upper Saddle River, NJ; Prentice Hall
- Kim, J. Sharma, S. & Setzekorn, K. (2002). "A Framework for Building Brand Equity Online for Pure-Play B2C Retailers and Services", *JMM: The International Journal On Media Management*, Vol. 4, No. 2, pp. 123-131
- Kim, J. H. & Hyun, Y. J. (2011). "A model to investigate the influence of marketing-mix efforts and corporate image on brand equity in the IT software sector". *Industrial Marketing Management*, Vol. 40, No. 3, pp. 424-438
- Kimpakorn, N. & Tocquer, G. (2010). "Service brand equity and employee brand commitment", *Journal of Services Marketing*, Vol. 24, Issue 5, pp. 378-388
- Kuo, N, Chang, K, Chen, M, & Hsu, C. (2012). "Investigating the Effect of Service Quality on Customer Post-Purchasing Behaviors in the Hotel Sector: The Moderating Role of Service Convenience", *Journal Of Quality Assurance In Hospitality & Tourism*, Vol. 13, No. 3, pp. 212-234
- Lin, Y., Lin, F. & Ryan, C. (2014). "Tourists' purchase intentions: impact of franchise brand awareness", *Service Industries Journal*, Vol. 34, No. 9/10, pp. 811-827
- Meuter, M. L., Ostrom, A. L., Roundtree, R. I., & Bitner, M. J. (2000). "Self-service technologies: understanding customer satisfaction with technology-based service encounters", *Journal of marketing*, Vol. 64, No. 3, pp. 50-64

Miles, M. B., & Huberman, A. M. (1994). (2nd ed.). Sage Publications, Inc.

Mamtaz MEAH , Abdullah SARWAR, (2021), Social Networking Sites for e-Recruitment: A Perspective of Malaysian Employers Muneem

Page, C., & Lepkowska-White, E. (2002). "Web equity: a framework for building consumer value in online companies", *Journal of Consumer Marketing*, Vol. 19, No. 3, pp. 231-248

Parasuraman, A., Zeithaml, V., & Berry, L. (1985). "A Conceptual Model of Service Quality and Its Implications for Future Research", *Journal of Marketing*, Vol. 49, No. 4, pp. 41-50

Pike, S., Bianchi, C., Kerr, G. & Patti, C. (2010). "Consumer-based brand equity for Australia as a long-haul tourism destination in an emerging market", *International marketing review*, Vol 27 No. 4, pp. 434-449

Pinar, M, Trapp, P, Girard, T, & Boyt, T. (2014). "University brand equity: an empirical investigation of its dimensions", *International Journal Of Educational Management*, Vol. 28, No. 6, pp. 616-634

Rios, R, & Riquelme, H. (2008). "Brand equity for online companies", *Marketing Intelligence & Planning*, Vol. 26, No. 7, pp. 719-742

Robson Colin, (2002). *Real word research*. Blackwell, Oxford; p.59

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students*. 5th edition, Pearson Education Limited

Shugan, S. (2005). "Brand loyalty programs: Are they shams?" *Marketing Science*, Vol. 24, No. 2, pp. 185-193.

Syaida Fauziatul Hana Yahya, (2021). *A Systematic Review: Adoption of Social Media in Different Industries and its Factors*

Wang, W., Liang, C., & Wu, Y. (2006). Relationship bonding tactics, relationship quality, and customer behavioral loyalty-behavioral sequence in Taiwan's information services industry", *Journal of Services Research*, Vol. 6, No. 1, pp. 31-57

Yang, Z., & Fang, X. (2004). "Online service quality dimensions and their relationships with satisfaction: A content analysis of customer reviews of securities brokerage services", *International Journal of Service Industry Management*, Vol 15.No. 3, pp. 302-326

Yoo, B., Donthu, N. & Lee, S. (2000). "An examination of selected marketing mix elements and brand equity", *Journal of the Academy of Marketing Science*, Vol. 28, No. 2, pp. 195-211

Yoo, B. & Donthu, N. (2001). "Developing and validating a multidimensional consumer-based brand equity scale", *Journal of Business Research*, Vol. 52, No. 1, pp. 1-14

Zeithaml, V, Berry, L, & Parasuraman, A. (1996). "The Behavioral Consequences of Service Quality", *Journal Of Marketing*, Vol. 60, No. 2, pp. 31-46

Appendices

Appendix 1. Survey in form of Quantitative Questionnaire among French HRM Managers, Job Applicants and Employees on their Intention to Use LinkedIn

Chers participants, Dear participant,

Je suis une étudiante de l'ESC Clermont, actuellement en double diplôme en Finlande. J'ai fait ce questionnaire pour réaliser ma thèse sur la place de LinkedIn dans le recrutement en ligne.

I'm a student at ESC Clermont currently on exchange doing my thesis for double degree at Jamk university of applied sciences, Jyväskylä, Finland. By filling the questionnaire below you will directly contribute to my thesis about recruitment through LinkedIn.

All the individual response including your one will be treated as confidential and your privacy will be protected. Ce questionnaire est anonyme. Il vous prendra entre 5 et 10 minutes

This survey will remain anonymous. It will take you between 5 and 10 minutes.

Merci de votre aide!

Thanks for participating in this survey!

Part 1: Moderator question

1/ Quel est votre genre? What is your gender?

- Homme, Male
- Femme, Female
- Non-binaire, Non-binary
- Je ne souhaite pas le préciser, Prefer not to disclose

2/ Quel âge avez-vous? What is your age?

- 16-24 (generation Z)
- 25-40 (millennials generation)
- 41-56 (generation X)

- 57-66 (Bommers II)
- 67-75 (Boomers I)
- 75 et plus, and over

3/ Quelle est votre occupation principale? What is your occupation?

- Étudiant, Student
- Salarié, Employed
- Inactif, Unemployed
- Retraité, Retired
- Autre, Other

4/ Quelle est votre situation actuelle? What is your current job recruitment status?

- Je suis en recherche d'emploi, I'm a job seeker
- Je suis actuellement en poste, I'm currently employed
- Je suis étudiant et je ne recherche pas d'emploi. I'm a student and I don't search a job
- Je travaille dans les ressources humaines, I'm human resources manager
- Autre, Other

5/ Quel est votre niveau d'étude (ou en cours)? What is your level of education (in preparation)?

- Lycée, High school
- Bac+3, Bachelor or equivalent
- Master or equivalent
- Doctorat, PhD
- Autre, Other

6/ J'ai déjà utilisé un site de recrutement en ligne. I have used e-recruitment websites before.

- Oui, Yes
- Non, No

7/ Sur quel site de recrutement êtes-vous le plus actif. Which e-recruitment website are you most active on?

LinkedIn Intention to Use

19/ La probabilité que j'utilise LinkedIn est élevé. The likelihood that I use LinkedIn is high.

1 2 3 4 5 6 7

Strongly disagree Strongly agree

20/ Je pense que c'est une bonne idée d'utiliser LinkedIn. I think it is a good idea to use LinkedIn.

1 2 3 4 5 6 7

Strongly disagree Strongly agree

21/ Je suis impatient d'utiliser LinkedIn à l'avenir. I am eager to use LinkedIn in the future.

1 2 3 4 5 6 7

Strongly disagree Strongly agree