PERCEIVED PERSONALITY ON LINKEDIN AND IT'S IMPLICATIONS ON HIREABILITY.

An exploration on personality drawn from information on LinkedIn

presented by

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Abstract

Proposed study assesses and examines as to which extend hiring recommendations and conclusions on hireability can be drawn by examining a LinkedIn profile. A TIPI test, resulting in perceived personality, was used to assess the impact perceived personality has on hiring judgement. Recruiters and potential employees were asked to assess the hireability of potential applicants, all of which are final year students at a Hospitality / Business School, based on the perceived personality of said potential recruits. Findings include correlations between LinkedIn profile cues and hireability as well as with various perceived personality traits. A selection of recruiters and potential employers from various industries occupying various positions assessed perceived personality and hireability of individual student profiles. Being an exploratory research by nature this paper taps into a so far sparsely studied field in regarding perceived personality and hireability on professional social networks.

As little to no research has been done assessing hireability solely by a LinkedIn profile, this study makes first steps in an otherwise untouched field finding various correlations between personality traits and profile cues.

Table of Content

Introduction

More and more hospitality companies use social networking sites in addition to the traditional resume to screen potential job candidates (Madera and Chang, 2012). For recruiters, one of the main advantages of using social media is that it comes at hardly any cost to employers (Chiang and Suen, 2015). However, using social media to further assess candidates does in fact come at a non-financial cost to a potential employer. If such screening methods were used - through the candidate's eyes - the perceived fairness of a company decreases, as do the candidates job pursuit intentions (Madera, 2012).

Ladkin and Buhalis (2014) point out the lack of studies regarding social media recruitment and debate that social media, or the web in general, opens whole new opportunities for professional relations. They go on to argue that potential employers can directly contact businesses and current employees of a company. Moreover, it enables companies to actively search for potential employees to fill vacancies (by setting up an ideal profile of a potential applicant for a certain role) and allows them to plan how to fill future vacancies; ultimately enabling a company to have a solid "long term recruitment strategy." Summarized, through social media, a company can search for potential future talent matching the company's "brand, image and identity," and directly advertise to the individual rather than a broad public, giving the recruitment process unmatched efficiency (Ladkin and Buhalis, 2014).

As done by Schwabel (2011), we consider that nowadays, LinkedIn profiles replace traditional resumes. For this reason, this study aims to replicate previous findings on the relationship between resume information, personality and hireability. Moreover, such a profile, proven by Cole et al. (2003, 2008), can arguably be seen as containing information and cues that allow certain assumptions of one's personality to be made. Given the fact that the information presented on a resume is almost the same, if not more limited than the information presented on LinkedIn. So, with that in mind, the question arises: can professionals and recruiters assess one's personality simply by looking at social networking sites alone?

As Chaffey (2016) argues, social networking websites are the second most visited type of pages on the internet. There is no evidence showing (such as user data) or implying that this will change in any way anytime soon. As the past years have shown social networking sites have only increased in popularity and usage, continuing to do so as more networking sites emerge.

LinkedIn, the biggest professional network, has, as of October 2016, more than 460 million users worldwide and is therefore the biggest professional social network in existence, present in over 200 countries (DMR, 2016). Arguably being the most important professional network, LinkedIn is extremely attractive for both recruiters and employees, as they not only get information on applicants, but can use the website to actively search for potential future talent.

Zide et al (2014), tries to understand what recruiters are looking for in a LinkedIn profile and further, how people of different industries present themselves online. They found that 100% of interviewees (having an HR background) use LinkedIn to screen potential candidates and 60% use Facebook every once in a while for said purpose. Moreover, their sample states that when looking at a LinkedIn profile, they mainly look for employment history, education, years of experience and the way applicants present themselves online. Intriguingly, only one recruiter noted that he looks consciously at the profile picture and takes it one step further by categorizing the person accordingly. The main factors for dismissing a candidate are: spelling and/or grammatical mistakes, unprofessional email addresses and, interestingly, the absence of a profile picture. In total, 21 variables making up a LinkedIn profile were recognised.

The use of information in this context further begs the question as to whether or not using social media is recommended from the recruiter's point of view. Jeske and Shultz (2015) approach this problem, ultimately discussing if social media should be used in a recruitment context. Addressing various ethical, legal and practical issues arising from the use of social media, from the recruiter's' perspective, the potential power imbalance is present. This imbalance occurs on various levels of access to information; thus, they conclude that at this time, employers should not use social media to screen applicants. At least not until further research has been conducted. However, this can be seen as a best-case scenario and does not represent reality.

As far as research goes, concrete numbers on recruitment are vague and hard to find. Also, there are very few studies examining the usability and usage of LinkedIn as hiring tool therefore this study aims to light the way for future research on this topic.

Literature Review

I. Overview

This study aims to assess the hireability of graduating hospitality students by potential employers and recruiters; linked and examined through perceived personality traits solely from their LinkedIn profiles. Hireability, personality and impression management contribute, here, as the main fields of study.

In days past, recruitment was conducted by word of mouth or the written word (traditional resumes or CVs). As an established form, plenty of research has been conducted evaluating many aspects of the written resume. However, the semi-recent invention of the internet opened up new doors regarding ways for people to connect. Due to this, research regarding professional social networking is limited. Some literature vaguely touches on the topic, and a few papers evaluate it more in depth. At present, literature regarding recruitment behavior in an online context is few and far between .

II. Categories

2.1 Impression Management

The ultimate goal of impression management, as Goffman (1956) identified, is to persuade others to accept the images an individual wishes to present of themselves. Generally agreed among researchers, impression management refers to the opinions that people form on an individual based on the best image one chooses to present of themselves online (Barrick & Mount 1996). Arguably it is in the job seeker's interest to represent themselves in a favourable way in order to get recruited. As identified by Cole et al (2007), personal profile and resume content are most commonly used to evaluate hireability.

In order to gain a full understanding of hireability and perceived personality, it's pivotal to be aware of the defining factors going into personal content displayed online. In this case, that is through a LinkedIn profile. This process, identified as impression management, is key to many of the papers used in this study, providing credibility as it has been widely accepted and narrowly defined.
There is no need to point out that there is one person who controls the creation of a resume and the quantity of information within its pages, the applicant himself. However, as investigated by Donovan, Dwight & Schneider (2013), the applicant also has full control of what to avoid mentioning on their CV and even further, which information to alter. In other words, any applicant can, at any point in time, fake the information presented. Donovan et al. (2013) tries to assess to which
extent applicants fake information on a resume, estimating that 49.7% of applicants could be categorized as potential fabricators. Other papers take it one step further in examining the extent to which falsifying information on a resume can present itself in a more desirable way, adapting the information for various employers (Donovan et al.,

2013). Despite the existence of conflicting literature, it can be debated that applicants have various opportunities to, and act upon falsifying information.

Even though impression management does not feature greatly in this study, the extent to which content is, or may have been, managed by profile owners should be considered. One should also keep in mind that LinkedIn, a perfect platform for individuals to influence recruiters, showcases individuals presenting themselves in the most positive fashion (van Dijck, 2013)

2.2 Hireability

Arguably, a recruiter has the job of finding the applicant best suited. So, it can be assumed that employers look for applicants who, if hired, could become or turn into high performers in a professional environment, thus benefitting a company. Each employee hired is a person, and every person comes with their own distinct personality. So, in searching for a candidate, one's personality also factors into hiring decisions, and in this case, this study is looking to incorporate perceived personality into a candidate's' ultimate hireability.

New technologies and online application possibilities have expanded resources available to recruiters. This increased accessibility results in a more efficient hiring process and less exposure to human error (Fallaw & Kantrowitz, 2013). These advancements also make it relatively easy for potential employers to assess applicant personalities, and, as suggested by Satow (2011), an assessment of the Big Five personality traits by employers is not only possible, but also suitable for the preselection of potential candidates.

Satow's (2011) findings suggest that soon, even now, recruiters should consider officially pre-screening applicants' personality traits and take that into consideration during the hiring process. Before the internet, the recruiting process had been thoroughly established, therefore many factors affecting these processes have been thoroughly defined and researched.

Of the many recurring topics researched, how a recruiter assesses a potential job candidate and what they look for stands out. The first 'touch point' between a recruiter and a candidate could be defined as the moment when the recruiter receives the resume of that person (Nemanick & Clark, 2002). Establishing itself as standard recruitment practice, the procedure of sending in and applying for a job or position via resume has established itself as commonplace activity. It can be argued that the resume itself is the most important factor in evaluating a candidate's hireability. For the most part, when reviewing said resume, in that moment the recruiter decides whether or not the candidate has the qualifications necessary for the job they applied for. Not only that, but the recruiter also decides whether or not the candidate should be put through further assessment in the form of an interview (Cole, Rubin, Feild, & Giles, 2007).

A common thread throughout the literature used in this thesis, authors agree that recommendations and evaluations of candidates are formed mainly through the recruiter's' individual perceptions of a candidate. As suggested by Nemanick & Clark (2002), the content of a resume enables a recruiter to define an applicant's fit into a company (i.e. person-job fit and/or person-company fit).

Writing a resume is not standardised meaning there are no set guidelines agreed upon; the same can be said for the recruitment process. Exposed to a vast amount of biographical data of the resume authors in terms of content, recruiters face an abundance of information. A recruiter can not only find out about the applicant's abilities, but also about his or her personal traits and interests (Cole et al. 2005). Studies show that hiring recommendations given by recruiters have a correlation with the information presented on a resume, but there is no agreement on the type of information required to formulate a complete resume.

While there may be no strict guidelines, Cole (Cole et al; 2003, 2004, 2005, 2007, 2008) suggests that there are three main categories when it comes to information presented. For this study, LinkedIn profiles are treated as an equivalent to a resume, so it can be assumed that the information on it can be categorized as Cole suggests. These categories are as follows:

1. Academic Achievement: anything connected to the applicant's performance in an academic environment such as his or her grades, GPA etc.

2. Work Experience: anything connected to the applicant's experience in a professional environment

3. Activities: anything linked to the applicant's activities that are not part of the academic program requirements hence being extracurricular

Tsai & Chi (2011) expand upon Cole's suggested categories in the creation of a potential fourth:

4. Educational Background: covering the highest academic degree an applicant holds.

Throughout these papers, development in terms of content analysed and conclusions made can be seen. In the beginning, the only information examined was regarding educational abilities and work related experience (Nemanick & Clark; 2002).

Testing if there is a correlation with hireability perceptions of recruiters, Cole et al. (2008) further examine the assumptions of recruiters regarding the reading personality on a resume. In their study, recruiter's perceptions of a potential candidate's personality had an impact on hiring recommendations then given. The strongest correlations found regard the following personality traits: extraversion, conscientiousness and openness.

Cole et al (2008) has shown that the recruiter's' perception of candidates has an impact on their chances of being hired. Indeed, applicants who were perceived as extraverted, conscientious and open were also described as more hireable than applicants who were less extraverted, less conscientious and less open.

2.3 Personality

2.3.1 Personality & Job Performance

Undoubtedly, over the past couple of decades, human beings have been subject to countless studies and thorough research. A big part of this is dedicated to understanding the roots of human behaviour: what makes people do what they do and how they do it. One smaller research area within human behaviour focuses on various personality traits and their dimensions.

The five-factor model, one of the most referenced and utilized theories of personality and its traits, conceptualized by Costa and McCrae (1992), is pivotal to understanding the personality. The commonly known 'Big Five' personality traits have been closely studied and defined by Costa and McCrae (1997) concluding in traits known as Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism (thus dubbed the OCEAN model) (Costa and McCrae, 1997).

Apart from examining personality traits, various studies have tried to link them to performance indicators in a professional environment (Cole et al., 2003; Barrick & Mount, 1991; Barrick, Mount & Strauss, 1993). Some of these traits stand out as being key performance indicators.

Conscientiousness, as identified by Barrick and Mount (1993) goes hand in hand with a person's self-control as well as a person's ability to plan and function in an organised way. As depicted various times by Barrick and Mount (1993) as well as Barrick, Mount & Strauss (1993), conscientiousness has a positive correlation with job performance when rated by the supervisor of sales people. Similar results were presented in a preceding study by Barrick & Mount (1991).

Extraversion describes a person's level of activity and optimism. A person scoring high in extraversion would be seen as outgoing and sociable (Barrick and Mount,1993). Often presented as a valid performance predictor, just after conscientiousness, extraversion is highly regarded when examining occupations that involve social interactions. Again, suitable for employees occupying sales positions as well as managers (Barrick & Mount, 1991).

Agreeable people tend to be altruistic and hence helpful towards other people. In a meta-analysis, Tett, Jackson and Rothstein (1991) agree with the findings of Barrick and Mount (1991) and add that agreeableness is, when it comes to job performance, a valid performance predictor. Supporting agreeableness as a valid predictor, Salgado (1997) indicates that agreeableness has a positive correlation with instructional success. However, it has also been argued that dishonesty, mostly correlated with

agreeableness, contributes to workplace counterproductivity (Barrick, Dunn, Mount & Ones, 1995).

Less important job predictors, still worth mentioning, are Neuroticism and Openness to experience. Neuroticism indicates a person's tendency towards having irrational ideas and inability to control impulses, and was found to have a negative correlation with the predictability of job performance (Judge, Higgins, Thoresen and Barrick, 1999).

Openness to experience, an indicator of imagination and curiosity - as concluded by Tett et al. (1991), does not predict job performance and is only related by Barrick and Mount (1991) to training. However, research conducted by Maya Tamir (2005) acts in direct contradiction to the conclusions drawn by the aforementioned papers. She hypothesizes (and proves in her experiment) that some degree of neuroticism is actually beneficial in the workplace, and that neurotics tend to cope better under stress, sacrificing short term happiness for long term goal achievement.

Thus, conscientiousness, extraversion and agreeableness can be seen throughout literature as valid job performance predictors. Openness and Neuroticism, though an important part of one's personality, are not consistently presented as positive performance predictors.

Klang (2012), amore recent study conducted in a Swedish context, concluded (partially supporting studies mentioned above) that extraversion and conscientiousness are significantly and positively related to job performance, neuroticism negatively related and openness to Ewxperience has no significant correlation. Opposingly, especially with Tett et al. (1991) and Barrick and Mount (1991), there was no significant correlation between job performance and agreeableness.

2.3.2 Personality and Hireability

In agreement with Schwabel (2011), we consider that LinkedIn profiles nowadays replace, or at least supplement, traditional resumes. For this reason, this study aims to replicate previous findings on the relationship between resume information, personality and hireability. Moreover, such a profile, can arguably be seen as containing information and cues that allow certain assumptions of one's personality to be made(Cole et al. 2003, 2008). Information presented on a resume is almost the same, if not more limited than the information presented on LinkedIn, so, with that in mind, the question arises: can professionals and recruiters assess one's personality just by looking at professional social networking sites?

In a study conducted in 2009, Kluemper and Rosen examine how 63 recruiters score when asked to assess the personality of candidates by evaluating their social media profiles. Ratings on the Big 5 traits were consistent across the 63 showing that it is possible for professionals to form an opinion on one's personality based on social media profiles. However, Kluempner and Rosen (2009) did not assess whether or not the recruiter's opinion was consistent with the applicant's personality.

Cole (2003), found valid links connecting academic achievement to mental ability, and, more relevant to this study, conscientiousness. Moreover, a link between extraversion as well emotional stability and the presence of extracurricular activities. However, contrary to this finding, it was found that conscientiousness, agreeableness and emotional stability can also be linked to counterproductivity. "Hough et al. reported that the average correlation between dependability and counterproductive behavior was -.28 and between achievement and counterproductive behavior was -.23" (Barrick, Dunn, Mount & Ones, 1995). As it is commonly accepted that these two characteristics are aspects of conscientiousness, while a lot of research points to this personality trait being beneficial, it can be argued that a correlation between counterproductivity and conscientiousness exists.

The most important study concerning personality traits and their effect on hireability was conducted by Burns, Christiansen, Morris, Periard and Coaster (2014). Examining the influence of personality traits on hiring decisions, they found various links between resume content, personality traits (both perceived and tested) and hireability. The main findings were that resume cues identified as being predictors of hireability are indeed related to self ratings of participants in terms of conscientiousness, extraversion and emotional stability. This would, for instance, be in line with Cole (2003) who found that a membership of professional societies is positively correlated to conscientiousness.

The purpose of this study is to evaluate the perceived hireability of a candidate through a LinkedIn profile using the perception of personality traits, following on from Burns et al. (2014). A very similar study was conducted by Chiang and Suen (2015) examining the perceptions of recruiters based on LinkedIn profiles. These recruiters were asked to assess the hireability, and give insights on, perceived Person-Job, Person-Organisation and Person-Person fit. Their main hypotheses being that the recruiter's perception of one of the three organisational fits, P-O P-J and P-P, would positively correlate with giving hiring recommendations. This proved to be true. Further, they investigated the argument quality of self-presentation within the profiles, however, they could only prove a partial, not definitive correlation. Wittily, their research found that volunteer experience (extracurriculars) is not correlated to perceived P-J fit. In contrast to this study, Chiang and Suen (2015) tried to assess hireability by following Kristof et al.'s (1995) approach in assessing various fits between an organization and a potential employee. This study follows Burns et al.'s (2014) approach and assesses hireability via personality traits.

Previous studies (Fernandez, Stosic & Terrier, 2017) conclude that it is possible to assess certain personality traits solely by evaluating the resume picture (in this case the profile picture on LinkedIn). Fernandez et al. (2017) presents a positive correlation between neutral backgrounds and conscientiousness, as well as agreeableness. Moreover a positive correlation has been shown between the amount a person smiles, extraversion and emotional stability. Ultimately Fernandez et al. (2017) show that professional attire is linked to emotional stability. This study shows that a profile picture has the potential to reveal a lot about a person's personality, and is probably the part of a resume (and/or LinkedIn profile) that reveals most about a person's

personality. Therefore, this study will include these findings and assess the profile picture in a similar way.

III. Critical Analysis

3.1 Research and Gaps of Note

One major gap of note is that of literature/studies to date examining hiring recommendations and recruitment processes conducted using various social networks. This is most likely due to the fact that online communities represented by social networking sites are a phenomenon that arose in recent years. Arguably numbers concerning social media usage in recruitment and hiring processes are rather hard to obtain, as part of a recruiter's research on an applicant may happen unconsciously or without a predefined scheme, hence any kind of statistics on online recruitment are, if possible, hard to obtain. Moreover, the use of personal social networks is still a grey area in which many companies navigate. The extent to which social media browsing is an acceptable method of applicant screening and research remains unknown, therefore companies are unlikely to convey, or even track, how frequently they use social media accounts in the recruitment process.

Another large gap in present day research is that of scholarly LinkedIn articles. As a 'very' new form of online networking, it is hard to evaluate perceived accuracy of personalities via such mediums. Again, hopefully with time, more academics and professionals will recognize the importance of online social networking and decide to conduct research into the efficiencies of and potential data obtained from professional networking sites such as LinkedIn.

Finally, a third notable gap in modern research is that of defining the difference between the traditional resume and that put on LinkedIn. Within LinkedIn's features, it is possible to upload a copy of your resume, so the fundamental difference (besides the messaging feature) between the education, experience, languages etc. shown on paper vs. on your profile has yet to be officially defined. Some might argue that an online profile has no limitation as to the amount of content displayed, some that a resume should contain a short, catchy summary of what you accomplished and if the recruiter is curious, they can look you up on LinkedIn to obtain a more detailed account. This could then be used to create some potential talking points in an interview, if the candidate were to get to that stage.

As a general hole in research, partially mentioned in the three above, very little has been conducted into the many uses of professional social networking sites, and as with anything, the data constantly changes, and a new site could overtake, and offer more than, LinkedIn.

3.2 Gap this Thesis fills and Potential Room for Expansion

As just mentioned, the lack of research into the many uses of professional social networking sites is large. Translating an individual LinkedIn profile into the equivalent of an online resume, it was possible to infer similarities of personality perceptions from a resume, to that of LinkedIn. This study bridges the gap between traditional recruiting methods and perceived personality traits (from an individual profile), ultimately indicating hireability of a candidate. This is very much an area that has yet to be explored by numerous studies, and hopefully provides some insight as to how to effectively present oneself with the end goal of being recruited, or how the individual is perceived by recruiters with their end goal also being successful recruitment.

While this study hopes to provide some insight, there is always room for more. Perhaps a more in depth analysis as to personality perception accuracy could and should be assessed in future research. One way in which this could be conducted is if the profile owners/authors take a personality test such as TIPI, IPP, or Myers Briggs (to name a few) resulting in OCEAN statistics, as well as someone close to them taking the test on their behalf to double check accuracy, and then comparing these results to recruiter perceptions to see if the individual's actual personality can be seen, or is translated through, their online professional social networking site.

Hypotheses

As Burns et al. (2014) concludes, self rated conscientiousness, extraversion and emotional stability are indeed predictors of hireability, having a positive correlation. This leads to the assumption that if a recruiter sees or perceives these traits in a potential candidate, or through his application, the likelihood of getting hired should increase for the candidate. Conscientiousness alone can be, as shown by Fernandez et al. (2017) perceived solely by assessing the picture appearing on a resume, similar so for extraversion and emotional stability. Hence it can be hypothesised that:

HYPOTHESIS 1: The perception of Conscientiousness through a potential recruiter / employer will be positively correlated with hireability

HYPOTHESIS 2: The perception of Extraversion through a potential recruiter / employer will be positively correlated with hireability

HYPOTHESIS 3: The perception of Emotional Stability through a potential recruiter / employer will be positively correlated with hireability

As the nature of this study is exploratory, and tangible hypotheses based on former research cannot be drawn, this study shall examine:

RQ 1: Can Fernandez et al.'s (2017) findings in terms of Profile Picture be replicated through a LinkedIn profile - do recruiters when assessing a Linkedin profile consciously and/or subconsciously perceive personality traits through the profile picture?

RQ 2: Which cues from a LinkedIn profile can be linked to perceived personality?

RQ 3: Which cues from a LinkedIn profile can be linked to hireability?

Methods

I. Sample Gathering

1.1 Procedure

Profiles of potential job candidates were collected from final year students of an International Hospitality Management University in Switzerland. These students were three months away from graduating when this study was conducted and currently attend l'Ecole hôtelière de Lausanne.

Initially, each final year student with a LinkedIn profile (N: 286) was identified and contacted via email. This email included a description of this study and asked permission to use their profiles. One student denied participation leaving 285 profiles able to take into consideration. As well as requesting permission, a link to a survey seeking to assess individual LinkedIn usage; total usable response rate was 32.8% (results can be reviewed in the appendix).

Once profiles were obtained, they were downloaded in PDF format in order to create a simplified layout for both recruiters and the author of this study to work from. Steps were taken to eliminate distracting or potential areas of familiarity from the PDFs. Further details as to how this process was conducted are below.

These PDF profiles were then used by recruiters in a survey and the profile rating/coding system conducted by the author for this study.

1.2 Sample Refinement

In order to have profiles containing the minimum amount of information, and ensuring access to, profiles were filtered by whether or not the individual was a connection of the author.

Profiles that were not connected with the author of this study have been eliminated for the simple reason that critical information could have been hidden through privacy settings, and therefore rendered useless for this study. A total of 109 profiles were identified in this category, and 14 were also removed as they were not available in English. This ensured that the creation of a sample of profiles was as comparable as possible in terms of information displayed and accessible. The sample was reduced from 285 to 162 profiles, however the raters were asked to assess five profiles. Two profiles were eliminated at random in order to have a number easily divisible by five.

The remaining 160 profiles were then downloaded and saved as a PDF file. Firstly, this was to avoid and prevent profile owners from making changes to their profiles during this study. If profile content were to change, different recruiters could answer the same profile very differently (especially if a profile owner were to boost their profile from having no content to a very elaborate, detailed profile). This would in turn change the information seen and assessed by recruiters, skewing the results. By using PDFs, both the author and raters had access to identical information at all times

during the time period that this study was executed. Profiles in PDF format, however were altered by the author.

Changes were not made in terms of information displayed, but any place that the rater could find a connection between the student and him or herself experienced slight modification. Such places included shared or common contacts, suggested contacts, similar contacts and finally, the date and time of connection. Moreover, information that was not related to the profile (such as advertisements and commercials etc.) was deleted. A second reason for this was to ensure that no information present could distract the rater, and that the displayed information was as standardized as possible. No changes in terms of layout (provided by LinkedIn) such as alignment, text size, font, or order of information have been made.

This step was pivotal in terms of profile content in order to ensure an unbiased opinion and minimal distraction from both the recruiters (raters), as well as the author.

II. Recruiter Survey

2.1 Participants

35 recruiters and potential employees contributed to this study. Each participant is currently or has recently been in a position that entitles him or her to recruit employees, applicants and potential employees. The participants come from a semi-diverse background: 40% from the hospitality industry, 11.4% in finance or financial services, and 8.6% in retail and consumer durables. Other industries include the non-profit sector, real estate, advertising and marketing to name a few. These participants, also called raters or recruiters in this context, consisted of 18 men and 17 women. Their recruiting and employment experience range between 1 and 42 years (M: 16.8, SD: 12.7); their age ranging between 28 and 68 years old (M:46.3, SD: 13.1).

Initially, a total of 112 recruiters and employees were contacted in person or via phone, email and LinkedIn direct messaging soliciting participation. Participants contacted by written message (either email of LinkedIn's messaging system) were sent a brief description of the study and a link to the survey in order to facilitate participation, and if they accepted, in order to simplify communication and coordination. Participants contacted in person or over the phone were sent a follow up email, if they accepted, also containing a brief description and a link to the survey.

A total of 35 surveys were completely filled out and considered usable, resulting in a response rate of 31.25%.

2.2 Procedure

Participants were asked to complete an online survey, a link to which they received via e-mail.

The survey contained a page with instructions on how to proceed, five profile evaluations, profile feature ranking, and demographic questions about the rater.

Each profile evaluation assessed hireability and perceived personality of the individual profile. The instructions informed the rater that they were going to be presented with five different LinkedIn profiles of current final year students at l'Ecole hôtelière de Lausanne. The instructions continued by informing the participants that the profiles could be accessed by clicking on a link at the top of each page that would take the rater to each PDF profile. Based on the opinion they formed of the individual from their profile, they then had to indicate the level of hireability of the profile owner (the EHL student).

The second part of the evaluation asked the participant to specify how they perceived the individual from their LinkedIn page and the information presented there (TIPI test, see below for further information). In order to control the degree to which the profiles were scrutinized, recruiters were instructed to rate the profiles as if they were looking to fill an entry level position within their company.

III. Measures

3.1 Hireability

When examining hireability from resumes, Burns et al. (2014) used two of Stevens and Kristof's (1995) six-item measure for the assessment of applicants by interviewers. A study similar to this, Burns et al examines correlations between personality traits and hireability; the same two items (translated into an online, LinkedIn context) were used. The two items were "the applicant is attractive as potential employee" and "the applicant presents themselves well on LinkedIn." The items were then anchored on a seven point Likert scale, contrasting with Burns et al who used nine. According to Preston and Colman (2000), the reliability of Likert scales with nine or seven anchors are similar, the variance not considered as significant. As this survey was sent to non-native as well as native English speakers, a seven point anchor was chosen to prevent confusion potentially experienced in a nine point scale. The results showed a Cronbachs alpha of .848, and for profiles assessed by two different raters, the inter-rater reliability showed an alpha of 0.521.

3.2 Perceived Personality

In order to assess the perceived personality (by recruiters of profile owners) recruiters were asked to answer a Ten Item Personality Measure test, also known as a TIPI test, as proposed by Gosling, Rentfrow, & Swann, (2003). A TIPI test was mainly chosen to ensure that the time spent filling the the survey by the raters was not too excessive.

The following alphas were computed for extraversion, agreeableness, conscientiousness, emotional stability and openness to experience; .673, .214, .659, .556 and a zero variance. For profiles that were assessed by two different recruiters the inter-rater reliability showed alpha's for extraversion, agreeableness, conscientiousness, emotional stability and openness to experience as follows; .298, .317, .807, .514 and .200. Even though the only significant correlation at significance level $p < 0.01$ was found to be conscientiousness with recruiters agreeing 68.1% with each other.

IV. Profile Rating
4.1 Procedure

In order to look for a correlation between perceived personality trait and LinkedIn profiles, profile content (qualitative data) was translated into quantitative data. All data gathered was done so with the objective of running regressions, testing to see if there was a correlation between each cue (independent variables) and perceived personality/hireability (dependent variables). In line with impression management theories about people presenting themselves in a positive fashion, it can be assumed that the content of each mentioned cue is of a positive nature.

Firstly, the author translated yes or no questions into numbers. For instance, does the profile owner have a background picture, yes or no? Yes is represented as one, no as two. The same was done for all other yes/no answers.

Profile pictures, or resume pictures, are public and identified as an important factor when assessing one's personality and contain valid cues (Fernandez et al., 2017). The profile picture evaluations, as done in line with that of Fernandez et al. (2017) regarding personality traits can be found in a resume photograph. The process of doing so is as follows: "Four cues were chosen to rate the photographs: color photograph (1= Yes; 2 = No); photograph background (1= Neutral background (white or any single background color)); 2 =not a neutral background (e.g. at home or outdoors); Smiling (1 = Not at all; 7 = A lot); professional attire (1=Not at all; 7=A lot)" (Fernandez et al., 2017).

The headline of each profile was also evaluated as to whether or not it was present, and the orientation of said headline (1="Job"/2="Personality"/3="Student"). The number of connections were counted, as well as whether or not the profile had a personalized URL. If a summary was present, the number of lines written were recorded. Number of education and also projects/volunteer work were counted and recorded.

For the experience section, first it was noted whether or not an additional description was present, and then counted the number of work experiences listed, and finally the length (number of lines) the additional descriptions consisted of in total.

Number of recommendations were counted, if present the number of lines written, as well as groups/following and number of languages spoken

Finally, total number of endorsements were counted, and the three with the most endorsements were listed qualitatively.

To assess the validity of this assessment, an inter-rater reliability evaluation of 20 profiles chosen at random resulted in $r = 0.870$, $p < .01$ in terms of evaluating the profile picture (two assessments on a scale from 1 to 7, were the main reason) and $r = 0.986$, $p < 0.01$ (high due to nature of assessment being mostly quantitative in terms of defining a sum and / or many cues rated as YES / NO, Present / Not Present). A secondary rater of a similar background and knowledge base to the author was used.

Results

In the first part of the analysis, the effect of perceived personality traits on hireability were assessed. In order to do so, a linear regression with hireability as dependent variable and the perceived personality traits as independent variables was performed. *Due to the exploratory nature of this study, no multiple regression or backward regression has been performed since there was no possibility of unambiguous/ distinct exclusions of cues and traits.*

First, hireability ratings were regressed on perceived personality traits. As reported in Table 1 all perceived personality traits correlate with hireability, extraversion (b = 0.56, p < 0.01), agreeableness (b =0.026, p < 0.01), conscientiousness (b = 0.283, p < 0.01), emotional stability (b = 0.318, p < 0.01) and ultimately openness (b = 0.064, p < 0.01) resulted in a positive relation to hireability. The r^2 for this regression indicates that the data lies within a 35.3% variance.

The second analytical step was defining cues that can be seen as a link between a LinkedIn profile and hireability on the one hand, and on the other hand to define cues the are related to personality traits. In order to regress hireability and perceived personality traits (always used as dependant variables) on any profiles cues found on LinkedIn and as described before (always used as independent variables).

This regression, in terms of hireability, listed seven cues that are correlated to hireability at the 0.01 level and seven cues that are correlated to hireability at the 0.05 level, both times two tailed. The correlated cues can be identified as being a general summary of cues found on a LinkedIn profile, interestingly the profile picture is not indicated at any – 0.01 nor the 0.05 -significance level, again two tailed.

Strangely, there was no positive correlation in terms of profile cues and conscientiousness at the 0.01 significance level, nor at the 0.01 level.

In correlation with perceived Extraversion, one cue at a significance level of 0.01 and two at a significance level of 0.05. At level 0.01, the amount of work related experience (r = 0.215) has been identified and at the 0.05 level, the length of the description of work (r = 0.210) related experience as well as the background of the profile picture (r = 0.186) as being correlated to perceived extraversion.

Perceived agreeableness is correlated to work related experience at the 0.01 level (r = 0.296) as well as to the amount one smiles in the profile picture (r = 0.198), Amount of Projects and Volunteering experiences (r = 0.163) and the length of the description of work (r = 0.206).

As for the perceived Emotional Stability positive correlations can be found in the amount of posts, the activity of a profile and in projects and volunteer experience.

Ultimately, perceived openness had the most correlations with profile cues, a total of 5 cues that showed a positive correlation. Namely being the number of connections (r = 0.172, p < 0.05), length of summary (r = 0.167, p < 0.05), number of work related experience and the a length of description of work (r = 0.369, p < 0.01 ; r = 0.246 , p < 0.01) as well as the amount of languages spoken (r = 0.198 , p < 0.05).

More details and results are displayed in Table 1

Table 1
Correlations and regression of hireability, as well as perceived personality traits onto cues found in a LinkedIn Profile

Perceived Personality	Hireability		Perceived Extraversion		Perceived Agreeableness		Perceived Conscientiousness		Perceived Emotional Stability		Perceived Openness	
	r	β	r	β	r	β	r	β	r	β	r	β
Extraversion	0.338**	0.056**										
Agreeableness	0.375**	0.026**										
Conscientiousness	0.484**	0.283**										
Emotional Stability	0.514**	0.318**										
Openness	0.372**	0.064**										
r²	0.353											
Cues												
Background (1="YES"/2=NO"	-0.234**	-0.073*	-0.085	0.056	-0.234	-0.195	-0.127	-0.1	-0.067	-0.091	-0.084	0.031
PP Colour Photograph (1="YES"/2="NO")	0.075	0.084	0.048	0.047	-0.024	-0.009	-0.028	-0.031	0.097	0.101	0.073	0.028
PP Background (1="NEUTRAL"/2="NOT NEUTRAL")	0.074	0.041	0.186*	0.230*	0.064	0.078	-0.058	-0.098	-0.092	-0.080	0.082	0.100
PP Smiling (1="NOT AT ALL"/7="A LOT")	0.090	0.183	0.004	0.045	0.198*	0.309*	0.127	0.168	0.011	0.108	0.039	0.148
PP Professional attire (1="NOT AT ALL"/7="A LOT")	0.059	-0.021	0.161	0.180	-0.038	-0.038	-0.016	-0.078	-0.103	-0.106	0.119	0.079
Headline (Present/Existent; 1="YES"/2="NO")	-0.249**	-0.156*	-0.125	-0.034	-0.087	-0.008	-0.143	-0.156	-0.066	-0.06	-0.152	-0.044
# of connections	0.313**	0.190**	0.108	-0.041	-0.001	-0.183	0.016	-0.016	-0.032	-0.028	0.172*	0.036*
Personalised URL (Present/Existent; 1="YES"/2="NO")	-0.184*	-0.042	-0.118	0.002	-0.024	0.053	0.145	0.225	0.018	0.050	-0.091	0.047
Activity/Posts #	0.102	0.055	-0.032	-0.039	0.063	0.141	0.051	0.002	0.181*	0.223*	0.044	0.091
Length of Summary (# of lines)	0.199*	-0.008	0.136	0.080	0.099	-0.114	0.036	-0.094	0.111	-0.097	0.167*	0.034*
Experience Additional Description Present / Existent (1="YES" / 2="NO")	-0.087	-0.126	-0.034	-0.023	-0.073	-0.064	-0.127	-0.187	-0.100	-0.091	-0.145	-0.171
Experience #	0.243**	0.034*	0.215**	0.089**	0.296**	0.345**	0.004	-0.034	0.121	0.106	0.369**	0.270**
Experience Length of description (# of lines)	0.264**	0.058**	0.210*	0.140*	0.206*	0.138*	0.128	0.071	0.112	0.098	0.246**	0.130**
Education #	0.218**	0.130	0.153	0.090	0.106	0.047	-0.014	0.011	-0.034	-0.056	0.152	0.048
Sum of Endorsements	0.201*	-0.090	0.126	-0.056	0.041	0.046	-0.022	-0.032	-0.030	-0.054	0.087	-0.119
Recomendations #	0.189*	-0.155	0.095	-0.507	0.000	0.061	0.058	0.231	0.050	0.087	0.100	-0.644
Recomendations Length of description (# of lines)	0.192*	0.303	0.148	0.517	-0.031	-0.267	0.016	-0.054	-0.008	-0.202	0.141	0.704
Groups & Following #	0.175*	0.128	0.036	-0.021	0.005	-0.128	0.138	0.102	-0.036	-0.132	0.010	-0.077
Languages #	0.306**	0.129**	0.151	0.099	0.096	0.032	0.145	0.078	-0.010	-0.035	0.198*	0.101*
Projects + Volunteer	0.185*	0.082	0.151	0.153	0.163*	0.186	0.079	0.091	0.164*	0.201*	0.146	0.125
r²	0.302		0.203		0.294		0.172		0.151		0.267	

n= 145 at profile level; n=29 at rater level

*p < 0.05. ** p < 0.01

Discussion

I. Findings

In line with the nature of LinkedIn, a social network with a strong focus on professionalism, it appears that a lot of cues found on a LinkedIn profile are correlated with hireability. It is less here to share pictures or videos with one's private network, but more to keep in touch (perhaps with past colleagues) and present oneself in a professional way. Hereby, professional experience seems to be one of the best and most reliable predictors for hireability. Other important cues / factors include endorsements and recommendations; it could be argued that these indicators are to a person in a professional environment what ratings and reviews on TripAdvisor are to hotels and restaurants. Any additional experience that is presented on a LinkedIn profile, an example for this could be Projects and Volunteering, hence work and interests apart from the normal job are add ons to one's profile and perceived by recruiters as positive aspects towards hireability.

A surprising result, there were no significant correlations between profile cues and conscientiousness (not in a one tailed regression and nor in a two tailed); this is contradictory to Hypothesis 1. An explanation as to why there is no correlation could be that the sample size was too small to have clear correlations, hence even three or four contradicting answers (perhaps misunderstood/mis answered by the recruiter) could already "destabilize the data".

Perceived extraversion had various correlations. Work experience also being a valid indicator with a positive correlation. Moreover there was, in this study, a correlation of background profile picture and perceived extraversion. Unfortunately this result does not correspond to the findings of Fernandez et al. (2017). Again, this could be explained by the rather small sample size of recruiters and the fact that the majority of profiles were only assessed once, thus the results could be due to outliers.

Similar results in regards to the findings of Fernandez et al (2017) are present for perceived agreeableness, however this study shows a correlation with the amount a person smiles in their profile picture. The more he/she smiles the higher the perceived agreeableness.

Experience furthermore relates positively towards perceived Openness.

II. Limitations, Strengths and Weaknesses

For this study, LinkedIn was the primary and only resource/platform from which to obtain personal information. In informal interviews and discussions with both recruiters and head-hunters, the conclusion was that in order to assess a person in terms of personality and hireability a mix of various online sources, though informal and not standardized, is commonly used. Similar studies could be conducted on other professional networking sites, but here the focus was solely on LinkedIn. Therefore, it is not possible to speak for all professional SNWs. Not assessing other social networks such as Facebook, solely focusing on the online resume representation side of LinkedIn bears the limitation that most LinkedIn profiles do not contain a vast amount of personal information towards interests such as books, movies, music, and groups.

Another limitation is the low response rate of participants, and the fact that most profiles have only been assessed once as opposed to similar studies, where the same five profiles were assessed various times, resulting in data that is better suited to regressions and less influenceable by outliers. Getting more survey responses (thus profile evaluations) would be the most important consideration on similar future studies. Assessing profiles multiple times by different recruiters is important, but expanding the list of cues used in a profile would lead to less precise results in terms of r^2, however a backward or step down regression could determine, precisely, which profile cues are most important to recruiters and hiring personnel. This could be interesting especially when examining keywords and assessing what recruiters do to proactively search and scan LinkedIn for potential future employees.

III. Outline and Future

There is one aspect in terms of findings that was confusing in nature to the author, and should in regards to fairness and openness be discussed. When examining the data and outputs together with the mentor of the author, the impression was formed that the mentor evaluated certain results of correlations as being significant and positive. These would especially include the correlations made on the regression in regards to perceived conscientiousness. There, one of the main points that seemingly stood out was a correlation between length of summary and perceived conscientiousness. Upon double checking the correlation method used here with a colleague, a number close to one can or should be interpreted as a good and reliable correlation (for instance, a correlation of 0.036). Here, the author of this study struggles to see how such a correlation could be considered reliable, but is open to further discussion as to the correlation method.

Lastly, it would be interesting to see how results and correlations would differ if the real measured personality of a potential employee would be taken into consideration, not only the perceived personality.

Though there are many possibilities as to how this study could be expanded upon, it represents a first step towards the assessment of LinkedIn being an important recruitment tool and the future of modern day recruiting. This path is highly relevant in today's world, especially in regards to what individuals and budding professionals should look out for when presenting a picture of themselves online. If prepared to use it properly, individuals should operate on the assumption that LinkedIn is an extremely powerful tool. LinkedIn is the first opportunity a candidate has to present a true picture of who they are, what they care about and place that on the public domain.

Even though it is possible to falsify information, a resume is factual achievement, for the most part, a list of what one has done and what one has accomplished. An experienced recruiter can draw many conclusions from the way a resume is pieced together and presented, however it does not provide the opportunity of painting a complete picture of a potential recruit. LinkedIn does that, it paints a broader picture. Starting with a resume submission, recruiters almost immediately search for a LinkedIn profile in the hopes of adding depth and character to the bare bones facts received on paper. Particularly for senior appointments today, this is critically important as more and more recruiters place great emphasis on psychographic profiling. In other words, they want to understand not only the personality of the candidate, but also whether that personality matches the company culture and environment. If no, it would not be a successful appointment and the recruiter would have failed. Taking the time to thoughtfully complete one's LinkedIn profile provides a real possibility for recruiters in regards to understanding the personality of a candidate and gives the profile owner the best chance of successfully finding a job.

Appendix

Appendix 1: Survey sent to Students
Appendix 2: Results of "Survey sent to Students"
Appendix 3: Example of a LinkedIn Profile as presented to Employers / Recruiters
Appendix 4: Example of a Survey as sent to Employers / Recruiters

LinkedIn

Dear Madam, Dear Sir,

Part of a thesis examining the hireability of a person based on his/her LinkedIn profile, the purpose of this survey is to assess how you, a social media user, use LinkedIn.

Taking 10 short minutes to answer this survey, you contribute to research regarding impression management. Chosen because your insight helps in understanding a users perception of social media (in a professional environment) using LinkedIn as a prime example; your responses are completely anonymous.

By clicking NEXT, you verify that you read the explanation of this survey and agree to participate.

Do not hesitate to contact me if you have questions and/or are interested in the results.

Thank you,

Christoph Herren
Ecole Hôtelière de Lausanne
Bachelor of Science in Hospitality Management
Christoph.HERREN@ehl.ch

LinkedIn
About you

* 1. What is your gender?

◯ Female

◯ Male

* 2. How old are you?

[   ]

LinkedIn
Your LinkedIn Profile

* 3. How often do you access your LinkedIn profile?

○ Never

○ Monthly

○ Weekly

○ Once a day

○ Multiple times during the day

* 4. When have you joined linkedIn?

○ Before EHL

○ AP

○ BOSC1

○ BOSC 2

○ BOSC 3

○ BOSC 4

○ BOSC 5

○ BOSC 6

* 5. What is the main purpose of your LinkedIn profile?

○ To post information

○ To search information

○ 50 / 50 between posting and searching

○ To grow my professional network

○ Find a job

○ I don't know

Other (please specify)

[   ]

* 6. How often do you update your profile?

○ Never

○ Monthly

○ Weekly

○ Daily

○ Multiple times during the day

Your LinkedIn network

* 7. How many contacts do you have in your LinkedIn network?

[   ]

* 8. Do you connect with people you meet at company presentations etc.?

◯ Always

◯ Regularly

◯ Sometimes

◯ Hardly ever

◯ Never

* 9. Do you accept strangers who try to connect with you on LinkedIn?

☐ Always

☐ Regularly

☐ Sometimes

☐ Hardly ever

☐ Never

* 10. Do you send connection requests to strangers / people you've barely talked to in real life?

◯ Always

◯ Regularly

◯ Sometimes

◯ Hardly ever

◯ Never

* 11. Where do you see a limit in sending connection requests?

◯ Not knowing the person at all

◯ Never having talked / met the person

◯ Position of this person

Other (please specify)

[   ]

* 12. If the position of the person is a limitation, what position/title stops you (as in you would not send a connection request)?

○ Employee / Assistant

○ Line Manager / Supervisor

○ Manager / Director

○ Managing Director

○ Executive / President

○ Member of Board

○ Owner

○ No limitation

LinkedIn

Your perception of LinkedIn

* 13. Please indicate that which best represents your opinion towards the following statement: "As a student it is important to have a LinkedIn profile."

○ Strongly agree

○ Somewhat agree

○ Neutral

○ Somewhat disagree

○ Disagree

* 14. Do you look at job or internship postings?

○ Always

○ Regularly

○ Sometimes

○ Hardly ever

○ Never

15. How would you rank the importance of the following profile features when making/updating your LinkedIn profile?
(From 1 to 14, 1 being the most important feature, 14 the least. NOTE: Each number can only be used once)

⠿	⬍	Photo / Profile Picture
⠿	⬍	Headline
⠿	⬍	Contact info
⠿	⬍	Personalised URL
⠿	⬍	Activity (amount and content posted)
⠿	⬍	Summary
⠿	⬍	Experience (CV / Current and past roles)
⠿	⬍	Education
⠿	⬍	Projects
⠿	⬍	Awards (Endorsements)
⠿	⬍	Recommendations
⠿	⬍	Groups & Following
⠿	⬍	Languages
⠿	⬍	Other media (Pictures / links to videos)

* 16. Please indicate that which best represents your opinion towards the following statement: "LinkedIn has a positive impact on my hireability."
(definition of HIREABLE: capable of being hired / available for hire)

○ Strongly agree

○ Somewhat agree

○ Neutral

○ Somewhat disagree

○ Strongly disagree

LinkedIn

* 17. Please indicate that which best represents your opinion towards the following statement: "I will increase my LinkedIn usage in the next 6 – 12 months."

○ Strongly agree

○ Somewhat agree

○ Neutral

○ Somewhat disagree

○ Strongly disagree

Q1 What is your gender?

Answered: 111   Skipped: 0
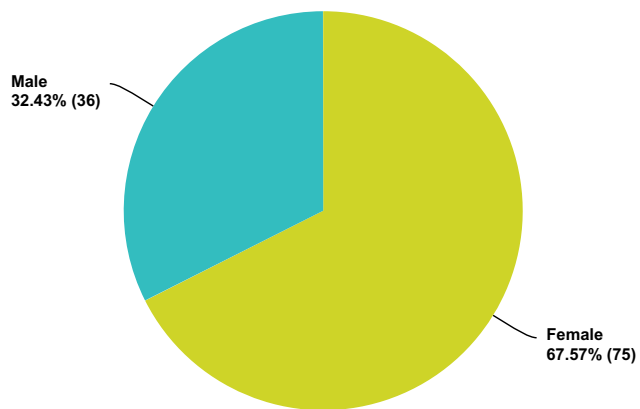
Answer Choices		Responses	
Female (1)		**67.57%**	75
Male (2)		**32.43%**	36
Total			**111**

Basic Statistics

Minimum	Maximum	Median	Mean	Standard Deviation
1.00	2.00	1.00	1.32	0.47

32

Q2 How old are you?

Answered: 111   Skipped: 0

#	Responses	Date
1	25	11/24/2016 11:24 AM
2	22	11/23/2016 11:04 AM
3	23	11/22/2016 12:41 AM
4	25	11/21/2016 8:50 AM
5	23	11/20/2016 11:16 PM
6	23	11/20/2016 9:40 PM
7	24	11/20/2016 8:42 PM
8	25	11/20/2016 5:55 PM
9	23	11/20/2016 3:11 PM
10	24	11/19/2016 7:50 PM
11	23	11/19/2016 5:05 PM
12	22	11/19/2016 2:41 PM
13	23	11/19/2016 10:12 AM
14	26	11/17/2016 9:27 PM
15	22	11/17/2016 9:17 PM
16	24	11/17/2016 9:11 PM
17	23	11/17/2016 9:01 PM
18	23	11/17/2016 7:56 PM
19	23	11/17/2016 4:27 PM
20	23	11/17/2016 2:02 PM
21	29	11/17/2016 11:42 AM
22	25	11/17/2016 11:00 AM
23	22	11/17/2016 10:03 AM
24	24	11/16/2016 11:41 PM
25	26	11/16/2016 8:42 PM
26	23	11/16/2016 7:45 PM
27	21	11/16/2016 5:39 PM
28	22	11/16/2016 4:58 PM
29	23	11/16/2016 4:19 PM
30	22	11/16/2016 4:04 PM
31	23	11/16/2016 3:30 PM
32	23	11/16/2016 3:17 PM
33	25	11/16/2016 3:06 PM
34	24	11/16/2016 1:45 PM
35	22	11/16/2016 1:24 PM
36	24	11/16/2016 1:23 PM
37	22	11/16/2016 1:16 PM
38	23	11/16/2016 1:10 PM
39	21	11/16/2016 12:31 PM
40	24	11/16/2016 11:52 AM
41	22	11/16/2016 11:43 AM
42	23	11/16/2016 11:40 AM
43	22	11/16/2016 11:32 AM
44	24	11/16/2016 11:31 AM
45	22	11/16/2016 11:02 AM
46	24	11/16/2016 11:02 AM
47	22	11/16/2016 10:38 AM
48	23	11/16/2016 10:27 AM
49	22	11/16/2016 10:26 AM
50	23	11/16/2016 10:09 AM

51	22		11/16/2016 10:08 AM
52	22		11/16/2016 10:00 AM
53	23		11/16/2016 9:40 AM
54	24		11/16/2016 9:39 AM
55	24		11/16/2016 9:37 AM
56	23		11/16/2016 9:37 AM
57	28		11/16/2016 9:36 AM
58	25		11/16/2016 9:36 AM
59	25		11/16/2016 9:33 AM
60	24		11/16/2016 9:27 AM
61	31		11/16/2016 9:25 AM
62	22		11/16/2016 9:24 AM
63	25		11/16/2016 9:16 AM
64	22		11/16/2016 9:15 AM
65	26		11/16/2016 9:14 AM
66	23		11/16/2016 9:13 AM
67	24		11/16/2016 9:08 AM
68	22		11/16/2016 9:03 AM
69	25		11/16/2016 9:02 AM
70	23		11/16/2016 8:59 AM
71	25		11/16/2016 8:56 AM
72	28		11/16/2016 8:53 AM
73	25		11/16/2016 8:52 AM
74	24		11/16/2016 8:49 AM
75	23		11/16/2016 8:45 AM
76	28		11/16/2016 8:37 AM
77	22		11/16/2016 8:30 AM
78	25		11/16/2016 8:22 AM
79	23		11/16/2016 8:22 AM
80	23		11/16/2016 8:21 AM
81	24		11/16/2016 8:19 AM
82	24		11/16/2016 8:18 AM
83	23		11/16/2016 8:10 AM
84	22		11/16/2016 8:00 AM
85	24		11/16/2016 8:00 AM
86	24		11/16/2016 7:58 AM
87	22		11/16/2016 7:58 AM
88	24		11/16/2016 7:56 AM
89	23		11/16/2016 7:54 AM
90	23		11/16/2016 7:53 AM
91	24		11/16/2016 7:51 AM
92	23		11/16/2016 7:49 AM
93	25		11/16/2016 7:39 AM
94	23		11/16/2016 7:36 AM
95	21		11/16/2016 7:35 AM
96	24		11/16/2016 7:34 AM
97	28		11/16/2016 7:30 AM
98	27		11/16/2016 7:24 AM
99	22		11/16/2016 7:06 AM
100	22		11/16/2016 7:02 AM
101	22		11/16/2016 5:20 AM
102	22		11/16/2016 1:23 AM
103	22		11/16/2016 1:18 AM
104	23		11/16/2016 1:15 AM
105	24		11/16/2016 1:11 AM
106	22		11/16/2016 1:09 AM

107	23	11/16/2016 1:08 AM
108	24	11/16/2016 1:08 AM
109	22	11/16/2016 1:03 AM
110	24	11/16/2016 1:02 AM
111	21	11/16/2016 12:59 AM

Q3 How often do you access your LinkedIn profile?

Answered: 110   Skipped: 1
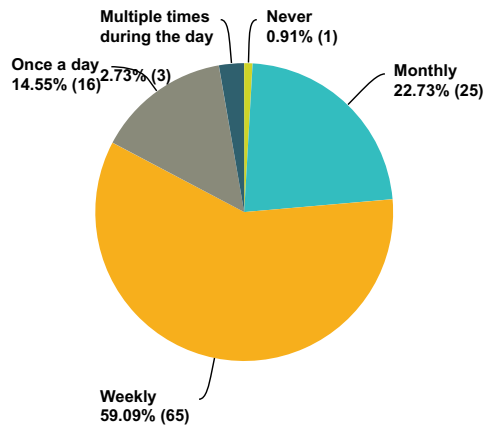
Answer Choices	Responses	
Never (1)	**0.91%**	1
Monthly (2)	**22.73%**	25
Weekly (3)	**59.09%**	65
Once a day (4)	**14.55%**	16
Multiple times during the day (5)	**2.73%**	3
Total		**110**

Basic Statistics				
Minimum 1.00	**Maximum** 5.00	**Median** 3.00	**Mean** 2.95	**Standard Deviation** 0.72

Q4 When have you joined linkedln?
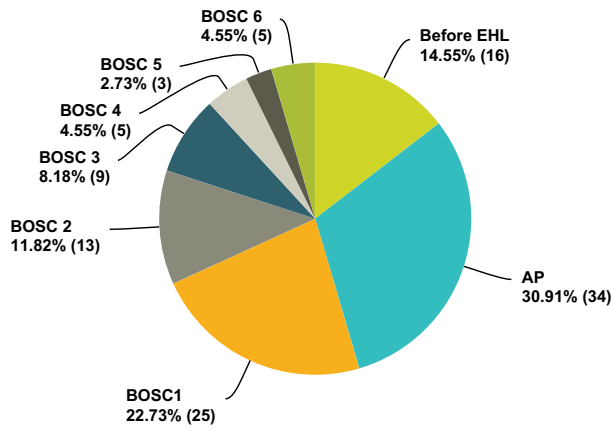
Answer Choices	Responses	
Before EHL (1)	**14.55%**	16
AP (2)	**30.91%**	34
BOSC1 (3)	**22.73%**	25
BOSC 2 (4)	**11.82%**	13
BOSC 3 (5)	**8.18%**	9
BOSC 4 (6)	**4.55%**	5
BOSC 5 (7)	**2.73%**	3
BOSC 6 (8)	**4.55%**	5
Total		**110**

Basic Statistics				
Minimum	**Maximum**	**Median**	**Mean**	**Standard Deviation**
1.00	8.00	3.00	3.15	1.82

Q5 What is the main purpose of your LinkedIn profile?

Answered: 110   Skipped: 1
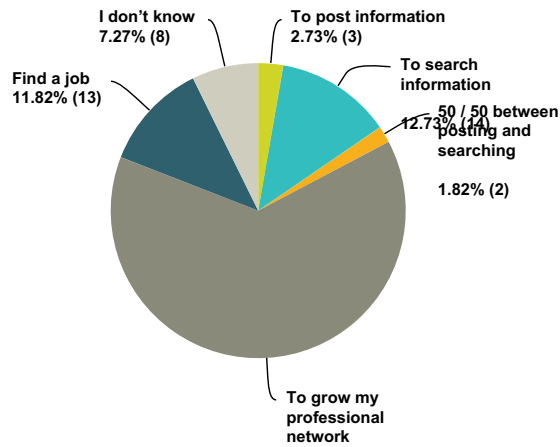
Answer Choices	Responses	
To post information (1)	**2.73%**	3
To search information (2)	**12.73%**	14
50 / 50 between posting and searching (3)	**1.82%**	2
To grow my professional network (4)	**63.64%**	70
Find a job (5)	**11.82%**	13
I don't know (6)	**7.27%**	8
Total		**110**

Basic Statistics				
Minimum 1.00	Maximum 6.00	Median 4.00	Mean 3.91	Standard Deviation 1.08

#	Other (please specify)	Date
1	To both grow my professional network and to find a job	11/20/2016 8:49 PM
2	to find an internship	11/17/2016 9:28 PM
3	To keep my professional profile up to date, and stay exposed to potential talent poaching done on LinkedIn	11/16/2016 3:18 PM
4	Also the 3rd option	11/16/2016 9:27 AM

Q6 How often do you update your profile?

Answered: 110   Skipped: 1

Multiple times during the day

Weekly 0.91% (1)   **0.91% (1)**

Never 24.55% (27)
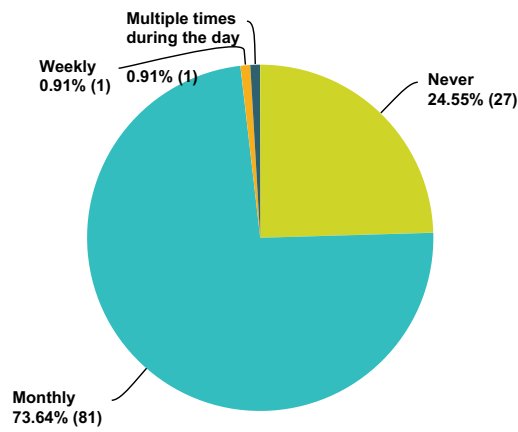
Monthly 73.64% (81)

Answer Choices	Responses	
Never (1)	**24.55%**	27
Monthly (2)	**73.64%**	81
Weekly (3)	**0.91%**	1
Daily (4)	**0.00%**	0
Multiple times during the day (5)	**0.91%**	1
Total		**110**

Basic Statistics				
Minimum 1.00	**Maximum** 5.00	**Median** 2.00	**Mean** 1.79	**Standard Deviation** 0.54

Q7 How many contacts do you have in your LinkedIn network?

Answered: 108   Skipped: 3

#	Responses	Date
1	218	11/24/2016 11:27 AM
2	Over 500	11/23/2016 11:05 AM
3	234	11/22/2016 12:43 AM
4	290	11/21/2016 8:53 AM
5	266	11/20/2016 11:21 PM
6	400	11/20/2016 9:40 PM
7	110	11/20/2016 5:56 PM
8	164	11/19/2016 7:58 PM
9	340	11/19/2016 5:10 PM
10	228	11/19/2016 2:45 PM
11	350	11/19/2016 10:13 AM
12	+500	11/17/2016 9:38 PM
13	466	11/17/2016 9:18 PM
14	150	11/17/2016 9:13 PM
15	Dont know	11/17/2016 9:02 PM
16	278	11/17/2016 7:58 PM
17	356	11/17/2016 4:29 PM
18	+500	11/17/2016 2:05 PM
19	233	11/17/2016 11:46 AM
20	360	11/17/2016 11:02 AM
21	164	11/17/2016 10:07 AM
22	152	11/16/2016 11:44 PM
23	300	11/16/2016 8:44 PM
24	123	11/16/2016 7:47 PM
25	100	11/16/2016 5:41 PM
26	233	11/16/2016 4:59 PM
27	485	11/16/2016 4:22 PM
28	150+-	11/16/2016 4:06 PM
29	219	11/16/2016 3:32 PM
30	930	11/16/2016 3:21 PM
31	76	11/16/2016 3:11 PM
32	157	11/16/2016 1:47 PM
33	212	11/16/2016 1:25 PM
34	300	11/16/2016 1:25 PM
35	140	11/16/2016 1:16 PM
36	347	11/16/2016 1:12 PM
37	432	11/16/2016 12:33 PM
38	159	11/16/2016 11:56 AM
39	291	11/16/2016 11:46 AM
40	+500	11/16/2016 11:41 AM
41	146	11/16/2016 11:35 AM
42	186	11/16/2016 11:32 AM
43	326	11/16/2016 11:08 AM
44	271	11/16/2016 11:06 AM
45	316	11/16/2016 10:42 AM
46	920	11/16/2016 10:40 AM
47	154	11/16/2016 10:31 AM
48	70	11/16/2016 10:27 AM
49	500+	11/16/2016 10:11 AM

50	210	11/16/2016 10:03 AM
51	318	11/16/2016 9:44 AM
52	100	11/16/2016 9:43 AM
53	820	11/16/2016 9:42 AM
54	269	11/16/2016 9:40 AM
55	353	11/16/2016 9:38 AM
56	300	11/16/2016 9:38 AM
57	500+	11/16/2016 9:35 AM
58	224	11/16/2016 9:28 AM
59	270	11/16/2016 9:28 AM
60	223	11/16/2016 9:25 AM
61	250	11/16/2016 9:17 AM
62	580	11/16/2016 9:16 AM
63	165	11/16/2016 9:16 AM
64	329	11/16/2016 9:16 AM
65	238	11/16/2016 9:09 AM
66	110	11/16/2016 9:07 AM
67	295	11/16/2016 9:04 AM
68	109	11/16/2016 9:01 AM
69	>50	11/16/2016 8:58 AM
70	300	11/16/2016 8:55 AM
71	226	11/16/2016 8:54 AM
72	250	11/16/2016 8:50 AM
73	150	11/16/2016 8:47 AM
74	155	11/16/2016 8:42 AM
75	238	11/16/2016 8:39 AM
76	Around 400	11/16/2016 8:24 AM
77	393	11/16/2016 8:24 AM
78	600	11/16/2016 8:23 AM
79	507	11/16/2016 8:22 AM
80	Around 100	11/16/2016 8:19 AM
81	652	11/16/2016 8:11 AM
82	Not much	11/16/2016 8:05 AM
83	300	11/16/2016 8:01 AM
84	323	11/16/2016 8:00 AM
85	225	11/16/2016 7:58 AM
86	400	11/16/2016 7:56 AM
87	300	11/16/2016 7:54 AM
88	115	11/16/2016 7:53 AM
89	Around 200	11/16/2016 7:51 AM
90	445	11/16/2016 7:42 AM
91	250	11/16/2016 7:38 AM
92	150	11/16/2016 7:37 AM
93	300	11/16/2016 7:35 AM
94	238	11/16/2016 7:33 AM
95	10	11/16/2016 7:28 AM
96	110	11/16/2016 7:08 AM
97	211	11/16/2016 7:08 AM
98	2500	11/16/2016 5:22 AM
99	1347	11/16/2016 1:25 AM
100	259	11/16/2016 1:22 AM
101	505	11/16/2016 1:20 AM
102	302	11/16/2016 1:18 AM
103	97	11/16/2016 1:12 AM
104	261	11/16/2016 1:11 AM
105	190	11/16/2016 1:08 AM

106	497		11/16/2016 1:06 AM
107	187		11/16/2016 1:03 AM
108	372		11/16/2016 1:01 AM

50

Q8 Do you connect with people you meet at company presentations etc.?
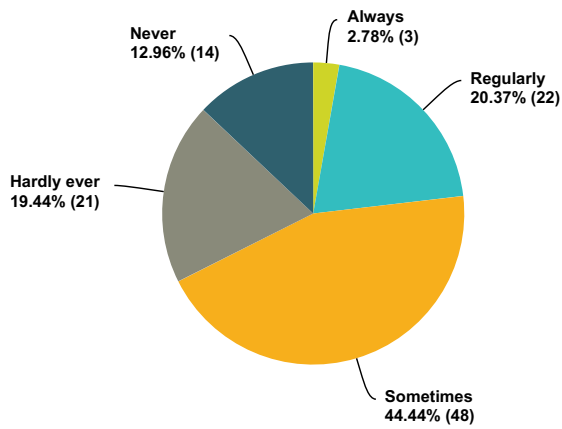
Answer Choices	Responses	
Always (1)	**2.78%**	3
Regularly (2)	**20.37%**	22
Sometimes (3)	**44.44%**	48
Hardly ever (4)	**19.44%**	21
Never (5)	**12.96%**	14
Total		**108**

Basic Statistics				
Minimum 1.00	**Maximum** 5.00	**Median** 3.00	**Mean** 3.39	**Standard Deviation** 1.21

Q9 Do you accept strangers who try to connect with you on LinkedIn?

Answered: 108   Skipped: 3
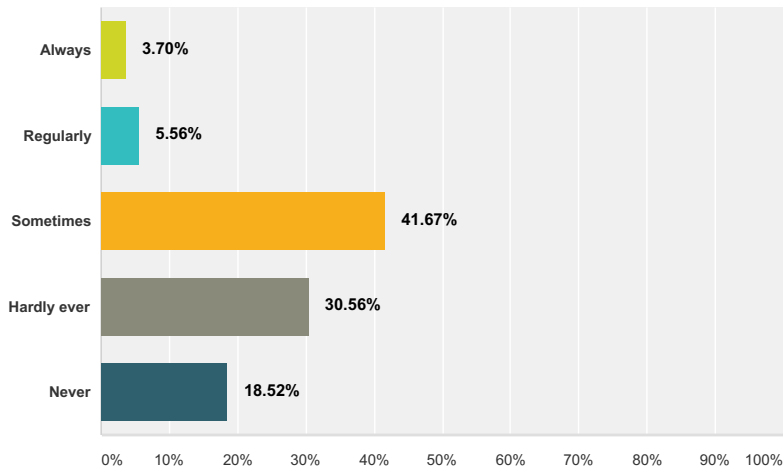
Answer Choices	Responses	
Always (1)	**3.70%**	4
Regularly (2)	**5.56%**	6
Sometimes (3)	**41.67%**	45
Hardly ever (4)	**30.56%**	33
Never (5)	**18.52%**	20
Total Respondents: 108		

Basic Statistics				
Minimum 1.00	Maximum 5.00	Median 3.00	Mean 3.55	Standard Deviation 0.98

13 / 29

Q10 Do you send connection requests to strangers / people you've barely talked to in real life?

Answered: 108   Skipped: 3

Regularly
2.78% (3)

Sometimes
20.37% (22)

Never
43.52% (47)
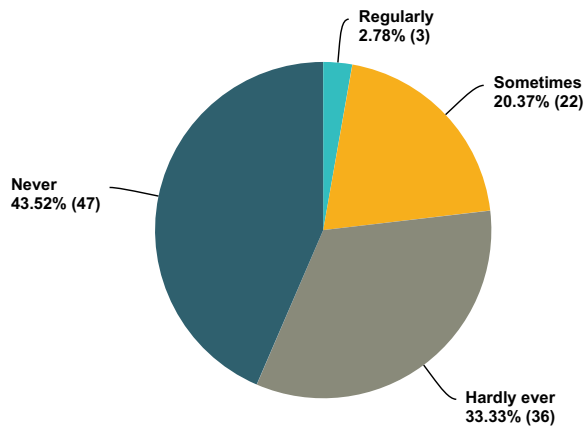
Hardly ever
33.33% (36)

Answer Choices	Responses	
Always (1)	0.00%	0
Regularly (2)	2.78%	3
Sometimes (3)	20.37%	22
Hardly ever (4)	33.33%	36
Never (5)	43.52%	47
Total		**108**

Basic Statistics				
Minimum 2.00	**Maximum** 5.00	**Median** 4.00	**Mean** 4.18	**Standard Deviation** 0.85

Q11 Where do you see a limit in sending connection requests?

Answered: 108   Skipped: 3
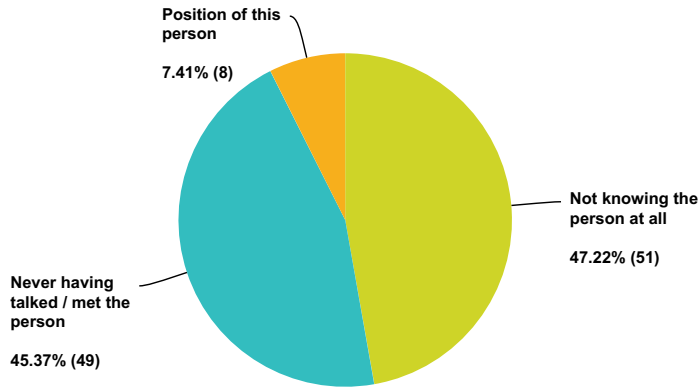
Answer Choices	Responses	
Not knowing the person at all (1)	**47.22%**	51
Never having talked / met the person (2)	**45.37%**	49
Position of this person (3)	**7.41%**	8
Total		**108**

Basic Statistics				
Minimum 1.00	Maximum 3.00	Median 2.00	Mean 1.60	Standard Deviation 0.62

#	Other (please specify)	Date
1	Not having an event, company or school in common with the person	11/20/2016 11:21 PM
2	No limit, linkedin to me is about quantity over quality network	11/17/2016 11:46 AM
3	I dont see a limit because the person can always decline the request and there is no harm in it	11/16/2016 8:22 AM
4	Not knowing the person AND not having any 2nd or 3rd degree connections.	11/16/2016 1:20 AM

Q12 If the position of the person is a limitation, what position/title stops you (as in you would not send a connection request)?

Answered: 108   Skipped: 3

Employee / Assistant
1.85% (2)

Line Manager / Supervisor
2.78% (3)

Managing Director
5.56% (6)

Executive / President
12.04% (13)

Member of Board
1.85% (2)

No limitation
73.15% (79)
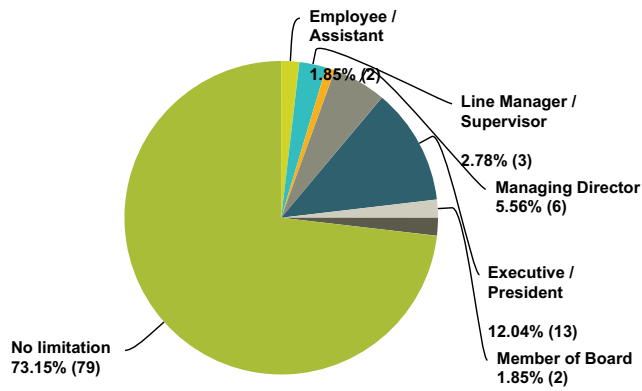
Answer Choices	Responses	
Employee / Assistant (1)	**1.85%**	2
Line Manager / Supervisor (2)	**2.78%**	3
Manager / Director (3)	**0.93%**	1
Managing Director (4)	**5.56%**	6
Executive / President (5)	**12.04%**	13
Member of Board (6)	**1.85%**	2
Owner (7)	**1.85%**	2
No limitation (8)	**73.15%**	79
Total		**108**

Basic Statistics				
Minimum 1.00	**Maximum** 8.00	**Median** 8.00	**Mean** 7.02	**Standard Deviation** 1.80

54

Q13 Please indicate that which best represents your opinion towards the following statement: "As a student it is important to have a LinkedIn profile."

Answered: 95   Skipped: 16
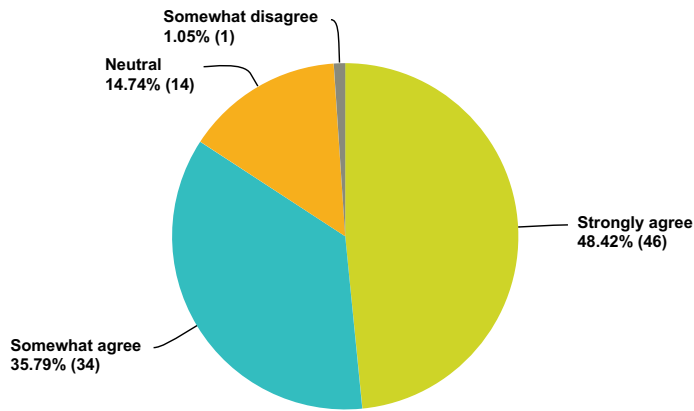
Answer Choices	Responses	
Strongly agree (1)	**48.42%**	46
Somewhat agree (2)	**35.79%**	34
Neutral (3)	**14.74%**	14
Somewhat disagree (4)	**1.05%**	1
Disagree (5)	**0.00%**	0
Total		**95**

Basic Statistics				
Minimum 1.00	**Maximum** 4.00	**Median** 2.00	**Mean** 1.68	**Standard Deviation** 0.76

Q14 Do you look at job or internship postings?

Answered: 95   Skipped: 16
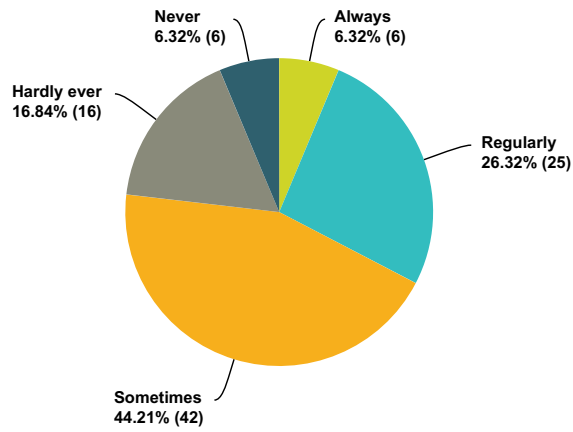
Answer Choices	Responses	
Always (1)	6.32%	6
Regularly (2)	26.32%	25
Sometimes (3)	44.21%	42
Hardly ever (4)	16.84%	16
Never (5)	6.32%	6
Total		95

Basic Statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	3.00	2.91	0.96

Q15 **How would you rank the importance of the following profile features when making/updating your LinkedIn profile? (From 1 to 14, 1 being the most important feature, 14 the least. NOTE: Each number can only be used once)**

Answered: 95   Skipped: 16

21.28%

18.09%

15.96%

9.57%

7.45%

5.32%

5.32%

**Photo /
Profile Picture** 5.32%

4.26%

1.06%

2.13%

2.13%

2.13%

9.68%

10.75%

8.60%

5.38%

8.60%

12.90%

7.53%

Headline 6.45%

10.75%

5.38%

3.23%

56

3.23%

5.38%

2.15%

20 / 29

5.32%

5.32%

9.57%

5.32%

12.77%

14.89%

6.38%

Contact info 2.13%

11.70%

10.64%

6.38%

5.32%

1.06%

3.19%

2.13%

2.13%

4.26%

2.13%

2.13%

6.38%

**Personalised
URL** 3.19%

4.26%

3.19%

14.89%

17.02%

14.89%

23.40%

57

1.08%

3.23%

4.30%

7.53%

4.30%

7.53%

Activity (amount and...

9.68%

9.68%

5.38%

6.45%

12.90%

11.83%

8.60%

7.53%

3.23%

8.60%

8.60%

11.83%

5.38%

9.68%

10.75%

Summary

13.98%

7.53%

8.60%

4.30%

2.15%

2.15%

3.23%

58

47.37%

17.89%

11.58%

5.26%

5.26%

Experience (CV / Current an...

1.05%

3.16%

1.05%

1.05%

2.11%

1.05%

3.16%

2.13%

20.21%

12.77%

12.77%

15.96%

5.32%

2.13%

Education

11.70%

4.26%

4.26%

5.32%

2.13%

Projects

- 1.06%
- 1.05%
- 1.05%
- 4.21%
- 10.53%
- 9.47%
- 5.26%
- 10.53%
- 12.63%
- 17.89%
- 6.32%
- 9.47%
- 6.32%
- 4.21%
- 1.05%

Awards (Endorsements)

- 1.05%
- 4.21%
- 3.16%
- 4.21%
- 9.47%
- 14.74%
- 10.53%
- 10.53%
- 22.11%
- 7.37%
- 8.42%
- 3.16%

59

3.16%

1.05%

60

2.11%

2.11%

6.32%

7.37%

7.37%

14.74%

9.47%

Recommendations
8.42%

14.74%

9.47%

9.47%

6.32%

2.11%

1.05%

1.05%

2.11%

1.05%

Groups &
Following
3.16%

3.16%

6.32%

9.47%

10.53%

23.16%

27.37%

60

11.58%

61

8.42%

9.47%

15.79%

14.74%

11.58%

10.53%

Languages   **7.37%**

5.26%

4.21%

4.21%

3.16%

5.26%

5.26%

1.05%

2.11%

1.05%

1.05%

2.11%

2.11%

2.11%

4.21%

Other media
(Pictures /...   **10.53%**

7.37%

24.21%

36.84%

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |

Legend: ■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 ■ 11 ■ 12 ■ 13 ■ 14

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Total	Score
Photo / Profile Picture	21.28% 20	18.09% 17	15.96% 15	9.57% 9	7.45% 7	5.32% 5	5.32% 5	5.32% 5	0.00% 0	4.26% 4	1.06% 1	2.13% 2	2.13% 2	2.13% 2	94	10.70
Headline	9.68% 9	10.75% 10	8.60% 8	5.38% 5	8.60% 8	12.90% 12	7.53% 7	6.45% 6	10.75% 10	5.38% 5	3.23% 3	3.23% 3	5.38% 5	2.15% 2	93	8.72
Contact info	5.32% 5	5.32% 5	9.57% 9	5.32% 5	12.77% 12	14.89% 14	6.38% 6	2.13% 2	11.70% 11	10.64% 10	6.38% 6	5.32% 5	1.06% 1	3.19% 3	94	8.15
Personalised URL	0.00% 0	2.13% 2	2.13% 2	4.26% 4	2.13% 2	2.13% 2	6.38% 6	3.19% 3	4.26% 4	3.19% 3	14.89% 14	17.02% 16	14.89% 14	23.40% 22	94	4.19
Activity (amount and content posted)	1.08% 1	3.23% 3	4.30% 4	7.53% 7	4.30% 4	7.53% 7	9.68% 9	9.68% 9	5.38% 5	6.45% 6	12.90% 12	11.83% 11	8.60% 8	7.53% 7	93	6.24
Summary	3.23% 3	8.60% 8	8.60% 8	11.83% 11	5.38% 5	9.68% 9	10.75% 10	13.98% 13	7.53% 7	8.60% 8	4.30% 4	2.15% 2	2.15% 2	3.23% 3	93	8.34
Experience (CV / Current and past roles)	47.37% 45	17.89% 17	11.58% 11	5.26% 5	5.26% 5	0.00% 0	1.05% 1	3.16% 3	0.00% 0	1.05% 1	1.05% 1	2.11% 2	1.05% 1	3.16% 3	95	11.97
Education	2.13% 2	20.21% 19	12.77% 12	12.77% 12	15.96% 15	5.32% 5	2.13% 2	11.70% 11	4.26% 4	4.26% 4	5.32% 5	2.13% 2	0.00% 0	1.06% 1	94	9.68
Projects	1.05% 1	1.05% 1	4.21% 4	10.53% 10	9.47% 9	5.26% 5	10.53% 10	12.63% 12	17.89% 17	6.32% 6	9.47% 9	6.32% 6	4.21% 4	1.05% 1	95	7.15
Awards (Endorsements)	0.00% 0	1.05% 1	4.21% 4	3.16% 3	4.21% 4	9.47% 9	14.74% 14	10.53% 10	10.53% 10	22.11% 21	7.37% 7	8.42% 8	3.16% 3	1.05% 1	95	6.54
Recommendations	2.11% 2	2.11% 2	6.32% 6	7.37% 7	7.37% 7	14.74% 14	9.47% 9	8.42% 8	14.74% 14	9.47% 9	9.47% 9	6.32% 6	0.00% 0	2.11% 2	95	7.49
Groups & Following	1.05% 1	1.05% 1	2.11% 2	0.00% 0	1.05% 1	0.00% 0	3.16% 3	3.16% 3	6.32% 6	9.47% 9	10.53% 10	23.16% 22	27.37% 26	11.58% 11	95	3.75
Languages	0.00% 0	8.42% 8	9.47% 9	15.79% 15	14.74% 14	11.58% 11	10.53% 10	7.37% 7	5.26% 5	4.21% 4	4.21% 4	3.16% 3	5.26% 5	0.00% 0	95	8.74
Other media (Pictures / links to videos)	5.26% 5	1.05% 1	0.00% 0	2.11% 2	1.05% 1	1.05% 1	2.11% 2	2.11% 2	2.11% 2	4.21% 4	10.53% 10	7.37% 7	24.21% 23	36.84% 35	95	3.45

Basic Statistics

	Minimum	Maximum	Median	Mean	Standard Deviation
Photo / Profile Picture	1.00	14.00	3.00	4.30	3.40
Headline	1.00	14.00	6.00	6.28	3.64
Contact info	1.00	14.00	6.00	6.85	3.41
Personalised URL	2.00	14.00	12.00	10.81	3.29
Activity (amount and content posted)	1.00	14.00	9.00	8.76	3.52
Summary	1.00	14.00	7.00	6.66	3.28
Experience (CV / Current and past roles)	1.00	14.00	2.00	3.03	3.33
Education	1.00	14.00	5.00	5.32	3.07
Projects	1.00	14.00	8.00	7.85	2.92
Awards (Endorsements)	2.00	14.00	9.00	8.46	2.61
Recommendations	1.00	14.00	8.00	7.51	2.97

Groups & Following	1.00	14.00	12.00	11.25	2.66
Languages	2.00	13.00	6.00	6.26	3.04
Other media (Pictures / links to videos)	1.00	14.00	13.00	11.55	3.54

Groups & Following	1.00	14.00	12.00	11.25	2.66
Languages	2.00	13.00	6.00	6.26	3.04
Other media (Pictures / links to videos)	1.00	14.00	13.00	11.55	3.54

Q16 Please indicate that which best represents your opinion towards the following statement: "LinkedIn has a positive impact on my hireability." (definition of HIREABLE: capable of being hired / available for hire)

Answered: 95   Skipped: 16
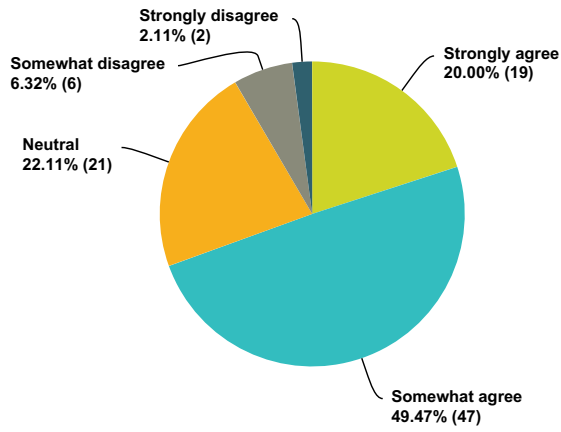
Answer Choices	Responses	
Strongly agree (1)	20.00%	19
Somewhat agree (2)	49.47%	47
Neutral (3)	22.11%	21
Somewhat disagree (4)	6.32%	6
Strongly disagree (5)	2.11%	2
Total		95

Basic Statistics				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	2.00	2.21	0.90

Q17 Please indicate that which best represents your opinion towards the following statement: "I will increase my LinkedIn usage in the next 6 – 12 months."

Answered: 95   Skipped: 16
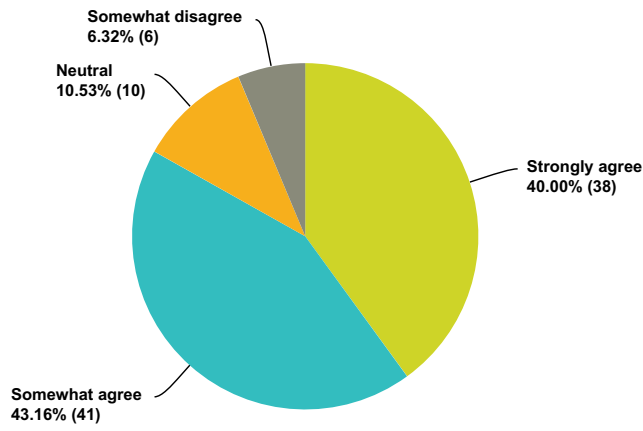
Answer Choices	Responses	
Strongly agree (1)	**40.00%**	38
Somewhat agree (2)	**43.16%**	41
Neutral (3)	**10.53%**	10
Somewhat disagree (4)	**6.32%**	6
Strongly disagree (5)	**0.00%**	0
Total		**95**

Basic Statistics				
Minimum 1.00	**Maximum** 4.00	**Median** 2.00	**Mean** 1.83	**Standard Deviation** 0.85

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Dominik Lang

Student

Lausanne 25, Canton of Vaud, Switzerland | Hospitality

Current	Ecole hôtelière de Lausanne, Brosky Media
Previous	L'Oréal, Restaurant Buech, The Ritz-Carlton Hotel Company LLC
Education	Ecole Hôtelière de Lausanne

Send a message

1st ■ PREMIUM

500+
connections

https://ch.linkedin.com/in/dominik-lang/en

Contact Info

Relationship

Background

Experience

Marketing + Student Relations Office Assistant
Ecole hôtelière de Lausanne
February 2014 – Present (2 years 10 months) | Lausanne Area, Switzerland

- Conceive media content for promotional use
- Archiving & keeping track of past media content produced
- Directing, filming, editing corporate events
- Consulting corporate videos for the public face of EHL

EHL Intro Week February 2015

Managing Partner & Founder
Brosky Media
2013 – Present (3 years) | Lausanne Area, Switzerland

"Brought to you by Nikita Tuor Von Schaub, Florian C. Dahm and Dominik Lang, Brosky Media deals with Pictures - still and moving. Some of them even moving but caught on still.
At Brosky Media we aim at creating an audiovisual experience in order to fill our viewers with enthusiasm.

We focus on corporate work and editorials but you will also find some of our personal work here."

Youtube: http://www.youtube.com/BroskyMedia
Twitter: https://twitter.com/BroskyMedia

Above Lausanne 4K

Marketing Intern
L'Oréal
August 2015 – February 2016 (7 months) | Switzerland

F&B Service
Restaurant Buech
July 2014 – September 2014 (3 months) | Herrliberg, Zurich

Summerjob

F&B Trainee
The Ritz-Carlton Hotel Company LLC
August 2013 – January 2014 (6 months) | Tokyo, Japan

Responsibilities & tasks in a french fine dining restaurant involved:
- Taking care of customers from reception to fare well
- Assuring fluent service
- Handeling guest complaints
- Keeping attitude under pressure
- Executing instructions given for various set ups
- Hosting banquets for big parties

Projects

L'Oreal Brandstorm 2015 - National Finals ⇒
January 2015

Marketing competition - Developing a travel retail experience for the Lancôme brand

3 team members

Dominik Lang
Student

Paloma Coulomb

Yasmin Meili
Student at Ecole hôtelière de Lausanne

Languages

Französisch
Professional working proficiency

Englisch
Full professional proficiency

Deutsch
Native or bilingual proficiency

Spanisch
Elementary proficiency

Education

Ecole Hôtelière de Lausanne
Bachelor of Science in International Hospitality Management
2013 – 2017

Activities and Societies: EHL Photo, Yearbook

▸ 1 project
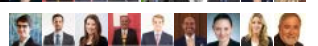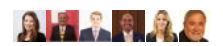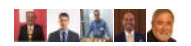
2010 – 2012

Activities and Societies: Head Student

Gymnasium Kirchenfeld
2010 – 2012

Skills

Top Skills

19	Hospitality Management
16	Teamwork
9	Microsoft Office
8	Videoproduktion
8	Englisch
6	Gastgewerbe
6	Eventmanagement
5	Kundendienst
4	Hotel- und...
4	Hotels

Dominik also knows about...

3 Videoschnitt	2 Audioschnitt	2 MICROS
2 Nahrungsmittel und...	2 Microsoft Excel	2 French
2 Hotelgewerbe	2 Restaurants	2 Event Management
1 Adobe Creative Suite	1 Cinema 4D	1 Online-Marketing
Marketing		

Recommendations

Connections

All (500+)   Shared (270)   New (4)

Johannes Torpe 2nd
Designer, Creative Director, Design activ...
Connect · 56

Rémi Chadel 1st
Independent strategy & management co...

Rolf Buehlmann 2nd
Resident Manager at The Peninsula Ban...
Connect · 4

Thomas Hartleyb 1st
Deputy Director Alumni Network at Ecol...

VERONIQUE BANYOLS 1st
COMMUNICATION MANAGER & DIGIT...

Claude Houriet 2nd
Managing Partner @ Mont-Blanc Consul...
Connect · 1

Alex Slors 1st
Alex Slors Consulting - Hospitality Asset...

Martin Freeman 2nd
Sr Talent Sourcing Consultant at Medalli...

Groups

German Swiss Intern…
819 members
+ Join

Following

News

Pulse
1,344,037 followers
✓ Following

Companies

RED Digital Cinema
Media Production
+ Follow

ARRI
Motion Pictures and Film
+ Follow

Ecole hôtelière de La…
Higher Education
✓ Following

L'Oréal
Cosmetics
+ Follow

Camp4 Collective
Media Production
+ Follow

Blackmagic Design
Computer Hardware
+ Follow

Jebsen Group
International Trade and
Development
+ Follow

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Schools

Ecole hôtelière de La…
Geneva Area,
Switzerland
✓ Following

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Send Feedback

Hireability based on LinkedIn profile (22)

1. Introduction

Dear Madam, Dear Sir,

Part of a thesis examining the hireability of a person based on his/her LinkedIn profile, the purpose of this survey is to assess how you, as a recruiter, see a potential candidate and his/her suitability for a job in your company.

**Taking a maximum of 30 minutes to answer this survey, you contribute to research.
All collected data will be treated confidentially and completely anonymously.**

On the following pages, the name highlighted in blue is a link to a PDF version of an individual LinkedIn profile. By clicking, I kindly ask you to look over this document, and upon reviewing answer a few related questions per profile. All profile participants are final year students at l'Ecole hotelière de Lausanne (EHL).

By clicking NEXT, you verify that you read the explanation of this survey and agree to participate.

Do not hesitate to contact me if you have questions and/or are interested in the results.

Thank you,

Christoph Herren
Ecole Hôtelière de Lausanne
Bachelor of Science in Hospitality Management
Christoph.HERREN@ehl.ch

Hireability based on LinkedIn profile (22)

2. Profile 1

By clicking on the name below, you will be redirected to the PDF version of the LinkedIn profile (if the profile opens on this tab, please go "back" and instead of clicking, right click on the link and open in a new window or tab): Constance BRULHART

Please review the profile, and once you have formed an opinion about the individual, answer the following questions:

* 1. How strongly do you agree or disagree with the following statements?

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
The applicant is attractive as a potential employee:	○	○	○	○	○	○	○
The applicant presents themselves well on LinkedIn:	○	○	○	○	○	○	○

* 2. You see the owner of the LinkedIn profile as:

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
Extraverted, enthusiastic	○	○	○	○	○	○	○
Critical, quarrelsome	○	○	○	○	○	○	○
Dependable, self-disciplined	○	○	○	○	○	○	○
Anxious, easily upset	○	○	○	○	○	○	○
Open to new experiences, complex	○	○	○	○	○	○	○
Reserved, quiet	○	○	○	○	○	○	○
Sympathetic, warm	○	○	○	○	○	○	○
Disorganized, careless	○	○	○	○	○	○	○
Calm, emotionally stable	○	○	○	○	○	○	○
Conventional, uncreative	○	○	○	○	○	○	○

Hireability based on LinkedIn profile (22)

3. Profile 2

By clicking on the name below, you will be redirected to the PDF version of the LinkedIn profile (if the profile opens on this tab, please go "back" and instead of clicking, right click on the link and open in a new window or tab): Gwen MARTIGNONI

Please review the profile, and once you have formed an opinion about the individual, answer the following questions:

* 3. How strongly do you agree or disagree with the following statements?

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
The applicant is attractive as a potential employee:	○	○	○	○	○	○	○
The applicant presents themselves well on LinkedIn:	○	○	○	○	○	○	○

* 4. You see the owner of the LinkedIn profile as:

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
Extraverted, enthusiastic	○	○	○	○	○	○	○
Critical, quarrelsome	○	○	○	○	○	○	○
Dependable, self-disciplined	○	○	○	○	○	○	○
Anxious, easily upset	○	○	○	○	○	○	○
Open to new experiences, complex	○	○	○	○	○	○	○
Reserved, quiet	○	○	○	○	○	○	○
Sympathetic, warm	○	○	○	○	○	○	○
Disorganized, careless	○	○	○	○	○	○	○
Calm, emotionally stable	○	○	○	○	○	○	○
Conventional, uncreative	○	○	○	○	○	○	○

Hireability based on LinkedIn profile (22)

4. Profile 3

By clicking on the name below, you will be redirected to the PDF version of the LinkedIn profile (if the profile opens on this tab, please go "back" and instead of clicking, right click on the link and open in a new window or tab): Jacqueline FASEL

Please review the profile, and once you have formed an opinion about the individual, answer the following questions:

* 5. How strongly do you agree or disagree with the following statements?

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
The applicant is attractive as a potential employee:	○	○	○	○	○	○	○
The applicant presents themselves well on LinkedIn:	○	○	○	○	○	○	○

* 6. You see the owner of the LinkedIn profile as:

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
Extraverted, enthusiastic	○	○	○	○	○	○	○
Critical, quarrelsome	○	○	○	○	○	○	○
Dependable, self-disciplined	○	○	○	○	○	○	○
Anxious, easily upset	○	○	○	○	○	○	○
Open to new experiences, complex	○	○	○	○	○	○	○
Reserved, quiet	○	○	○	○	○	○	○
Sympathetic, warm	○	○	○	○	○	○	○
Disorganized, careless	○	○	○	○	○	○	○
Calm, emotionally stable	○	○	○	○	○	○	○
Conventional, uncreative	○	○	○	○	○	○	○

Hireability based on LinkedIn profile (22)

5. Profile 4

By clicking on the name below, you will be redirected to the PDF version of the LinkedIn profile (if the profile opens on this tab, please go "back" and instead of clicking, right click on the link and open in a new window or tab): Isabelle DAVID

Please review the profile, and once you have formed an opinion about the individual, answer the following questions:

* 7. How strongly do you agree or disagree with the following statements?

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
The applicant is attractive as a potential employee:	○	○	○	○	○	○	○
The applicant presents themselves well on LinkedIn:	○	○	○	○	○	○	○

* 8. You see the owner of the LinkedIn profile as:

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
Extraverted, enthusiastic	○	○	○	○	○	○	○
Critical, quarrelsome	○	○	○	○	○	○	○
Dependable, self-disciplined	○	○	○	○	○	○	○
Anxious, easily upset	○	○	○	○	○	○	○
Open to new experiences, complex	○	○	○	○	○	○	○
Reserved, quiet	○	○	○	○	○	○	○
Sympathetic, warm	○	○	○	○	○	○	○
Disorganized, careless	○	○	○	○	○	○	○
Calm, emotionally stable	○	○	○	○	○	○	○
Conventional, uncreative	○	○	○	○	○	○	○

Hireability based on LinkedIn profile (22)

6. Profile 5

By clicking on the name below, you will be redirected to the PDF version of the LinkedIn profile (if the profile opens on this tab, please go "back" and instead of clicking, right click on the link and open in a new window or tab): Thomas BOFFEJON

Please review the profile, and once you have formed an opinion about the individual, answer the following questions:

* 9. How strongly do you agree or disagree with the following statements?

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
The applicant is attractive as a potential employee:	○	○	○	○	○	○	○
The applicant presents themselves well on LinkedIn:	○	○	○	○	○	○	○

* 10. You see the owner of the LinkedIn profile as:

	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
Extraverted, enthusiastic	○	○	○	○	○	○	○
Critical, quarrelsome	○	○	○	○	○	○	○
Dependable, self-disciplined	○	○	○	○	○	○	○
Anxious, easily upset	○	○	○	○	○	○	○
Open to new experiences, complex	○	○	○	○	○	○	○
Reserved, quiet	○	○	○	○	○	○	○
Sympathetic, warm	○	○	○	○	○	○	○
Disorganized, careless	○	○	○	○	○	○	○
Calm, emotionally stable	○	○	○	○	○	○	○
Conventional, uncreative	○	○	○	○	○	○	○

Hireability based on LinkedIn profile (22)

7.

* 11. When analysing a LinkedIn profile, how would you rank the following features?
(From 1 to 14, 1 being the most important feature, 14 the least. NOTE: Each field can only be used once)

	1 (most important)	2	3	4	5	6	7	8	9	10	11	12	13	14 (least important)
Photo / Profile Picture	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Headline	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Contact info	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Personalised URL	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Activity (amount and content posted)	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Summary	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Experience (CV / Current and past roles)	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Education	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Projects	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Awards (Endorsements)	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Recommendations	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Groups & Following	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Languages	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Other media (Pictures / links to videos)	○	○	○	○	○	○	○	○	○	○	○	○	○	○

Hireability based on LinkedIn profile (22)

8.

* 12. What is your gender?

○ Female

○ Male

* 13. What is your age?

[   ]

* 14. How much experience do you have in years, when it comes to recruiting employees?
(Not limited to time working specifically in HR, but also referring to positions when you were in charge of selecting new employees)

[   ]

* 15. Which of the following best describes the principal industry that you are / were working in?

[⬍]

Other (please specify)

[   ]

* 16. What is your current position?

- ◯ Employee / Assistant
- ◯ Line Manager / Supervisor
- ◯ Manager / Director
- ◯ Managing Director
- ◯ Executive / President
- ◯ Member of Board
- ◯ Owner

Other (please specify)

[   ]

* 17. How often do you use LinkedIn when recruiting job candidates?

- ◯ Always
- ◯ Regularly
- ◯ Sometimes
- ◯ Hardly ever
- ◯ Never

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Table 1. Correlations and regression of hireability, as well as perceived personality traits onto cues found in a LinkedIn Profile

Table 1
Correlations and regression of hireability, as well as perceived personality traits onto cues found in a LinkedIn Profile

Perceived Personality	Hireability		Perceived Extraversion		Perceived Agreeableness		Perceived Conscientiousness		Perceived Emotional Stability		Perceived Openness	
	r	β	r	β	r	β	r	β	r	β	r	β
Extraversion	0.338**	0.056**										
Agreeableness	0.375**	0.026**										
Conscientiousness	0.484**	0.283**										
Emotional Stability	0.514**	0.318**										
Openness	0.372**	0.064**										
r²	0.353											
Cues												
Background (1="YES" / 2=NO"	-0.234**	-0.073*	-0.085	0.056	-0.234	-0.195	-0.127	-0.1	-0.067	-0.091	-0.084	0.031
PP Colour Photograph (1="YES" / 2="NO")	0.075	0.084	0.048	0.047	-0.024	-0.009	-0.028	-0.031	0.097	0.101	0.073	0.028
PP Background (1="NEUTRAL" / 2="NOT NEUTRAL")	0.074	0.041	0.186*	0.230*	0.064	0.078	-0.058	-0.098	-0.092	-0.080	0.082	0.100
PP Smiling (1="NOT AT ALL" / 7="A LOT")	0.090	0.183	0.004	0.045	0.198*	0.309*	0.127	0.168	0.011	0.108	0.039	0.148
PP Professional attire (1="NOT AT ALL" / 7="A LOT")	0.059	-0.021	0.161	0.180	-0.038	-0.038	-0.016	-0.078	-0.103	-0.106	0.119	0.079
Headline (Present / Existent; 1="YES" / 2="NO")	-0.249**	-0.156*	-0.125	-0.034	-0.087	-0.008	-0.143	-0.156	-0.066	-0.06	-0.152	-0.044
# of connections	0.313**	0.190**	0.108	-0.041	-0.001	-0.183	0.016	-0.016	-0.032	-0.028	0.172*	0.036*
Personalised URL (Present / Existent; 1="YES" / 2="NO")	-0.184*	-0.042	-0.118	0.002	-0.024	0.053	0.145	0.225	0.018	0.050	-0.091	0.047
Activity/Posts #	0.102	0.055	-0.032	-0.039	0.063	0.141	0.051	0.002	0.181*	0.223*	0.044	0.091
Length of Summary (# of lines)	0.199*	-0.008	0.136	0.080	0.099	-0.114	0.036	-0.094	0.111	-0.097	0.167*	0.034*
Experience Additional Description Present / Existent (1="YES" / 2="NO")	-0.087	-0.126	-0.034	-0.023	-0.073	-0.064	-0.127	-0.187	-0.100	-0.091	-0.145	-0.171
Experience #	0.243**	0.034*	0.215**	0.089**	0.296**	0.345**	0.004	-0.034	0.121	0.106	0.369**	0.270**
Experience Length of description (# of lines)	0.264**	0.058**	0.210*	0.140*	0.206*	0.138*	0.128	0.071	0.112	0.098	0.246**	0.130**
Education #	0.218**	0.130	0.153	0.090	0.106	0.047	-0.014	0.011	-0.034	-0.056	0.152	0.048
Sum of Endorsements	0.201*	-0.090	0.126	-0.056	0.041	0.046	-0.022	-0.032	-0.030	-0.054	0.087	-0.119
Recomendations #	0.189*	-0.155	0.095	-0.507	0.000	0.061	0.058	0.231	0.050	0.087	0.100	-0.644
Recomendations Length of description (# of lines)	0.192*	0.303	0.148	0.517	-0.031	-0.267	0.016	-0.054	-0.008	-0.202	0.141	0.704
Groups & Following #	0.175*	0.128	0.036	-0.021	0.005	-0.128	0.138	0.102	-0.036	-0.132	0.010	-0.077
Languages #	0.306**	0.129**	0.151	0.099	0.096	0.032	0.145	0.078	-0.010	-0.035	0.198*	0.101*
Projects + Volunteer	0.185*	0.082	0.151	0.153	0.163*	0.186	0.079	0.091	0.164*	0.201*	0.146	0.125
r²	0.302		0.203		0.294		0.172		0.151		0.267	

n= 145 at profile level; n=29 at rater level
*p < 0.05, ** p < 0.01

33