

UNIVERSITY OF LJUBLJANA  
SCHOOL OF ECONOMICS AND BUSINESS

TEAM MASTER'S THESIS

**AN ANALYSIS OF EMPLOYER ATTRACTIVENESS FOR  
GRADUATES ENTERING THE LABOUR MARKET**

Ljubljana, June 2025

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## LIST OF ABBREVIATIONS

sl. – Slovene

**AI** – (sl. umetna inteligenca); Artificial Intelligence

**AOI** – (sl. območje zanimanja); Area of Interest

**COVID-19** – (sl. koronavirusna bolezen 2019); Coronavirus Disease 2019

**CSR** – (sl. korporativna družbena odgovornost); Corporate Social Responsibility

**CTR** – (sl. stopnja klikov); Click-Through Rate

**EEB** – (sl. zunanja blagovna znamka delodajalca); External Employer Branding

**EIB** – (sl. Evropska investicijska banka); European Investment Bank

**EmpAt** – (sl. privlačnost delodajalca); Employer Attractiveness

**EU** – (sl. Evropska unija); European Union

**EVP** – (sl. ponujena vrednost delodajalca); Employer Value Proposition

**Gen Z** – (sl. generacija Z); Generation Z

**HR** – (sl. kadrovski oddelek); Human Resources

**IEB** – (sl. notranja blagovna znamka delodajalca); Internal Employer Branding

**IT** – (sl. informacijska tehnologija); Information Technology

**KPI** – (sl. kriterij ključnih kazalnikov uspešnosti); Key Performance Indicator

**LGBTQ+** – (sl. lezbične, gejevske, biseksualne, transspolne, kvir (in druge) osebe);

Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and others



**OECD** – (sl. Organizacija za gospodarsko sodelovanje in razvoj); Organisation for Economic Co-operation and Development

**SMEs** – (sl. mala in srednje-velika podjetja); Small and Medium-sized Enterprises

**UL SEB** – (sl. Univerza v Ljubljani, Ekonomska fakulteta); University of Ljubljana, School of Economics and Business

**US** – (sl. Združene države); United States



# 1 INTRODUCTION

The job market has evolved significantly in recent years, specifically due to shifting in candidate expectations and disruptive technological advancements. Understanding the factors influencing job seekers decisions, elements of an attractive job advertisement and channels which are used by job candidates, should be the main focus point for employers aiming to attract and retain top talent. This research investigates the preferences and behaviours of job seekers, exploring the most used job search channels, the role of LinkedIn in job searches, the dimensions of job attractiveness, and the attributes of appealing employment advertisements.

In the fast and ever-shifting labour market, the preferences and expectations have changed dramatically, especially with the entrance of Generation Z into the workforce. Not only do they bring distinct set of expectations and values to the job search process, but also as digital natives they are more adept at job searching via online platforms compared to other generations (Carnegie, 2022). The traditional channels of recruitment, such as employment agencies or personal connections like family and friends, have been disrupted by emergence of online platforms used for job search process (Okolie & Irabor, 2017). Among these online platforms, LinkedIn stands out the most as a source of new job candidate supply due to its professional orientation, while social media platforms such as Facebook and X (formerly Twitter) are more commonly used for showcasing the employer brand and generating referrals (Koch et al., 2018). Company websites are also quite favoured by job seekers in terms of applying for a job (Egerová & Eger, 2017), which highlights the importance of company's digital presence. Although traditional channels, such as employment agencies are still necessary and widely used by companies world-wide, they introduce some shortcomings (Devi, 2017), which called for a need for more diverse sources of channels for recruitment.

The dimensions by which job seekers deem an employer or a job as attractive, are based on key value propositions, which employers offer. The three dimensions of employer attractiveness can be further divided into values, which can be listed as follows: interest value and social values, which can be connected to psychological benefits, development value and application value connected to functional benefits, and economic value or economic dimension (Berthon et al., 2005). One of the most important aspects of these dimensions is employer branding strategy, which can be labelled as employers' efforts to become more attractive to new talent or in other words, to gain a competitive edge over another employer (Dabirian et al., 2019). Another way how employers can attract young talent, is through usage of right attributes in job advertisements. Appealing attributes are somewhat mirrored by nature of what makes a company website appealing for job seekers. This can be deduced by the fact that nowadays company websites are also heavily being used for the means of recruitment or in other words, advertising for recruitment (Arman, 2023). Following up on that employment advertisements' aesthetics are a feature, which

draws job seekers towards interacting with the advertisement (e.g., font, colours etc). Advertisements' usability determines how easy it is for candidates to achieve their objectives, based on the ad or in other words job advertisements' ability to effectively communicate with job seekers (Egerová & Eger, 2017). And the last attribute of an appealing job advertisement is its intended target audience, with differently constructed message/content for distinct groups of people.

The main purpose of this master thesis is to help employers better understand the needs and preferences of graduates, who are entering labour market. The aim is to help employers increase their attractiveness for young employees through understanding, what the graduates expect and look for with their first employment, and who do they perceive as an attractive employer. The objective of this research is to explore the factors, which influence the perceived attractiveness of employers from graduates' (especially those who are entering the labour market) point of view. By focusing primarily on younger workforce, that is just entering the labour market we were able to uncover changes in trends, regarding employer desirability and attractiveness. Moreover, we investigated which channels are being used by job seekers to find potential employers, as well as perceived trends of preference attached to those channels. Looking at recruiting trends tied to social media, we analysed best practices for recruiting new employees through social media platforms. Additionally, we also conducted empirical research using eye-tracking experiment followed by an interview with job seekers (just entering the labour market), to determine how different attributes of employment advertisements are perceived. In such a way we were able to determine which attributes are therefore the most important for making the advertisement appealing for graduates entering the labour market. Additionally, we also explored whether employer branding contributes to employer's attractiveness from potential employee's perspective, and which are key aspects that are the most valuable to job seekers.

The goal of this research is to answer the following research questions:

- Which channel(s) are most commonly used by job seekers to find and apply for employment?
- How often do new job seekers consult LinkedIn when looking for new employment?
- Which dimensions of attractiveness are the most important for job seekers when looking for employment?
- What attributes make an employment advertisement appealing to potential employees?

The first three research questions are answered by conducting a survey, while the answer to the last research question is provided through eye-tracking experiment followed by interviews with graduates entering the labour market.

In this master thesis, firstly the theoretical part is presented through secondary sources, to explore what is employer attractiveness and different aspects of it, what relation does it have to employer branding, and different channels through which employment advertisements are

made. This is followed by the analytical part, which consists of empirical quantitative research in the form of a survey, mixed-method exploratory eye-tracking research and structured interview. Survey reveals current trends in employment applications and desired employer attributes among the job seekers that are just entering the labour market. It was done among students, as they represent the biggest number of new job candidates. The online survey was filled out by 100 participants. Additionally, mixed-method exploratory eye-tracking research is presented, to explore which parts of job advertisements are more appealing and to which attributes of it the targeted audience responds the most. It was conducted at the SEB Behavioural Lab at the University of Ljubljana, School of Economics and Business (UL SEB), where each individual participant was shown several LinkedIn job advertisements and based on their eye movement it was determined, which parts were focused on the most. The eye-tracking research included 20 participants, all of whom were students in their last years of studies or employees that just entered the labour market. The eye-tracking research was followed by a structured interview, a qualitative method, where participants of the eye-tracking research shared more insights into, how they perceived the advertisements and what got their attention in either positive or negative way. In the last part, comparison between first and second part is done, with findings from our primary research being compared and supported with secondary sources. Based on our findings, conclusions on current employer attractiveness trends are made along with recommendations for employers.

This research provides a comprehensive understanding of job seekers' preferences and behaviours. Its' findings offer valuable guidance for employers aiming to optimize their recruitment strategies, ensuring their job advertisements are both attractive and informative, ultimately helping them connect with the right candidates more effectively.

## **2 EMPLOYER ATTRACTIVENESS**

### **2.1 Dimensions of employer attractiveness**

According to Ambler and Barrow (1996), we can look at employees as customers. Following that hypothesis, potential employees are potential customers, that the company needs to convince in their products or services i.e., employment. To better understand why customers or employees prefer and decide for a certain company, different factors influencing the decision were presented and divided into several categories, according to similarities and connections between them.

The three dimensions of benefits that were presented were (1) psychological, (2) functional and (3) economic. Later a new proposal of five-factor structure or dimensions was presented by Berthon et al. (2005), which is an extension of the previous ones. Employer Attractiveness (EmpAt) scale consists of five values which are (1) interest value and (2) social values, which can be connected to psychological benefits, (3) development value and (4) application value

connecting to functional benefits, and (5) economic value, which is present in both proposals. Every potential employee wants a mixture of them, in order to be satisfied in their job. Although the mixture is different for every individual, it is composed of the same elements, which are essential for a work position in order for potential employees to apply and ultimately accept the work position.

### 2.1.1 Psychological dimension

When speaking of psychological dimension in regards to what the company is offering to a potential employee, it refers to “feelings such as belonging, direction and purpose” (Ambler & Barrow, 1996). These needs were first presented by Maslow in his well-known hierarchy of needs in 1943. Later Maslow presented several updated versions, where needs are presented in a sphere instead of a pyramid (Guillemin & Nicholas, 2022). It shows that different needs can be wanted and satisfied at the same time, independently of others. Also importantly, it shows how a need of feeling belonging is important for any individual.

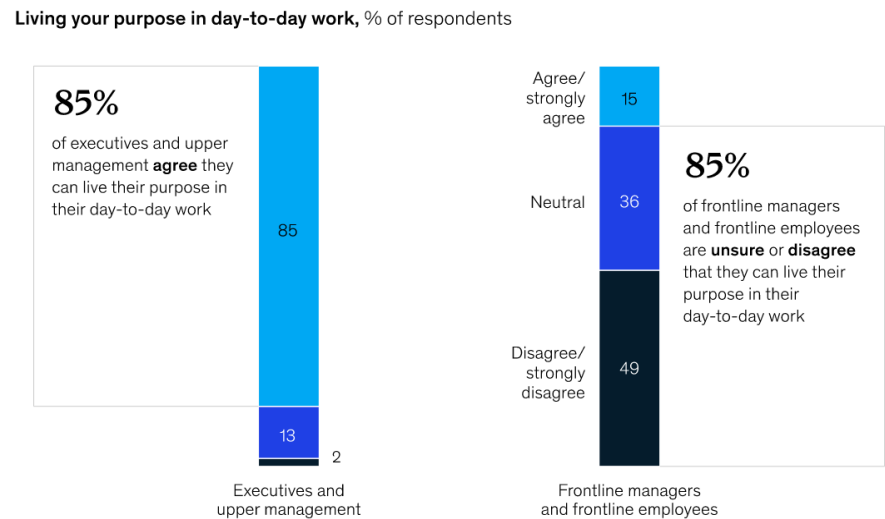
Feeling a sense of belonging in a company can be described as psychological safety to communicate your thoughts and ideas, and feeling accepted by your colleagues and superiors, according to Barratt (2024). When employees feel accepted and belonging to a place, they are more likely to participate in different activities, put more effort into the work we do, and solve problems more easily. Research done by Carr et al. (2019) has shown that in companies where the sense of belonging is greater, the turnover rate has decreased by half, job performance has increased by 56% and there was a 75% decrease in employee sick days. Consequently, we can draw a correlation between feeling a sense of belonging and acceptance in a working environment with better overall performance of the employees. Employees that feel better in the company they work in, are more likely to feel motivated and to go an additional mile for success. This will likely translate into higher profit for the company in the long run, as employee turnover will decrease, employees will be more motivated and work will be done with higher efficiency.

Another component of psychological dimension is a feeling of direction. According to the definition widely attributed to Koontz and O'Donnel (as cited in Sharma, n.d.): “Direction is the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively to the attainment of enterprise objectives”. Therefore, employees having a sense of direction are directly influenced by the employee's direct manager's ability to effectively dictate and communicate the goals employees are expected to accomplish. Further, it is dependent on the company's ability to appoint the right individuals to manager positions and provide them with the correct training, in order for them to successfully manage their subordinates. Having a manager that is able to clearly communicate expectations to their employees and guide them to achieving both their goals and those of the company, is critical for the company. In a sense, a direct manager is a reflection of the company, as an employee will expectedly equitalize both to some degree, due to having

interaction mainly with their direct manager. Similarly, a potential employee will likely equalize the employer with the people he or she will interact with in the process of finding a job and during candidate selection, such as potential direct manager and HR department.

Additionally, an important part of the psychological dimension is also for employees to have a purpose and for potential employees to recognize the employment as a place where they could have a desired purpose. Article by Dhingra et al. (2021) talks about how priorities and purpose in the corporate world have changed since Coronavirus disease 2019 (COVID-19) pandemic in 2020, both for companies and employees. According to the article, 70% of employees believe their sense of purpose is connected to their job. With many employees rethinking their purpose in life and career, companies have to be prepared to start understanding the psychological needs of their employees and adapt to the changes that this change brings. This way the employers can develop more productive, engaged and loyal employees. Importantly, if employers do not truly care about employees’ purpose or try to implement initiatives, discussing purpose in the company could backfire and cause an opposite effect for the employer. Additionally, when surveyed, an important difference was noticed between upper management and lower managers and frontline employees. As can be seen in the Figure 1, when asked about living your purpose in day-to-day work, many higher positioned managers and employees agreed, compared to lower positioned managers and employees. This means more energy and focus needs to be put into employees that are lower on the hierarchical pyramid in the company. With potential employees primarily filling those spots in the company and then gradually climbing the corporate ladder, putting effort in providing potential employees with purpose at work is crucial. Those employees will then be more likely to stay and remain loyal to the company.

Figure 1: Living your purpose in day-to-day work



Source: Dhingra et al. (2021).

This also translates into feeling of fulfilment at work. Some of the methods the article by Dhingra et al. (2021) suggests for employers is to first establish a company's purpose in society, continually work and help employees define their purpose, and provide employees in leadership roles knowledge of how to deal with employees' purpose and help them live it at work.

#### *2.1.1.1 Interest value*

Berthon et al. (2005) identified interest value as the degree to which the work environment is interesting and exciting. For example, the degree to which company's products or services are interesting to an employee. This means that a potential employee is more likely to apply for a job in the industry that he or she has interest in, so that their interest in everyday life is complemented with their work position. One is more likely to actively engage and enjoy their work position, if they find interest in it. This could be connected with the job position itself, i.e., that an employee finds the job itself interesting, or it could be connected with a service or product that a company has, as previously mentioned. This could also extend from service and/or product the company provides, to the whole market which the company is a part of.

Sparkling interest in an employee for the product or work position, causes their desire to work to elevate. This elevated interest translates into higher motivation, leading them to have a better engagement with their daily tasks and to seek out additional knowledge and skills related to their field. As a result, employees become more valuable assets to their employers, contributing more effectively to the organization's goals and showing higher levels of productivity and innovation. Moreover, when employees find their work interesting and stimulating, they are more likely to show enthusiasm and a proactive attitude, which can positively influence their colleagues and overall workplace spirit.

The concept of interest value is crucial for attracting potential employees. Individuals typically seek work environments that not only challenge them, but also align with their passions and interests. An engaging and interesting work environment can be a major advantage for top talent, who are looking for positions that offer more than just a pay check. They want roles that provide a sense of fulfilment and personal growth. Therefore, companies that prioritize creating and maintaining an interesting work atmosphere are more likely to attract and retain skilled and motivated employees, ultimately driving long-term success and fostering a culture of continuous improvement and excellence. This is especially true for younger generations that are just entering the labour market, as previously discussed.

#### *2.1.1.2 Social value*

Under social values we count concepts such as a positive working environment and team atmosphere. This category includes all social interactions with-in working environment,



such as communication with your co-workers and superiors (Ambler & Barrow, 1996). In a work environment we spend a large portion of our day-to-day lives, and are in most cases surrounded by the same people every day. Every individual has a primal basic need to have relationships with other people, which is why we strive towards having relationships with people in our place of employment that are positive and make us feel good.

By having good relationships, one feels better about themselves, like an example of Kushal Choksi, which was described in an article written by Seppälä and McNichols (2022). After starting to have more kind, compassionate and authentic relationships with the employees, compared to being completely transactional with them, a greater feeling of fulfilment appeared. The same article argues that managers that have more meaningful relationships with their employees perform better. The same goes for employees. When we feel heard and valued, we tend to do better. Good relationships are also a big factor of happiness at work, and according to the research done by Daniel Srgoi from the University of Warwick in England in 2015, happy employees tend to be as much as 20% more productive than those of them that are not. In contrast, not having good relationships at work makes us feel unaccepted and rejected by our peers. This further translates into feelings of loneliness and isolation, which are linked to higher stress levels and burnout. Additionally, for many employees work satisfies the need for social interactions (Rus et al., 2022). Consequently, having good relationships within companies and different departments is important for employers as well as employees.

In order to fit in the team, employees also have to share the same values. Every person has their own core values, though which they live their life by, even if these values are minimized, rejected and removed by others. They are the “moral imperatives that people are unwilling to compromise [on]” (Rose, 2013). People live their everyday lives by them and base all their choices on them, from lighter miscellaneous choices, to more complex difficult decisions they are faced in life. Like in any other aspect of their lives, these core values also influence their employment. According to Guillemin and Nicholas (2022), aligning the core values one has with those of the company they work at has become increasingly important as that is the criteria employees use to determine whether their job is meaningful. Furthermore, job positions provided by employers that offer a level of professional autonomy and contribute to society are the most meaningful and valuable. Additionally, some of the value-related hopes for their work environment are having meaningful tasks, supportive leadership, a positive work culture, and strong social relationships. This all speaks to how important are interest and social values to both employees and potential employees that are searching for employment.

### 2.1.2 Functional dimension

Under functional dimension we categorize developmental and/or useful activities that are provided by the employer to the employee (Ambler & Barrow, 1996). These activities help

employees grow and expand their know-how in the profession they are working in, as well as another knowledge that could help advance one's career. Most common examples of them are professional training, workshops, and advanced education programs. While those can be taken either as part of employment or independently to work, when talking about the desirability of an employer, we are looking at the ones that are provided by the companies to their employees.

Not only is providing employees with development activities beneficial to their development as individuals, but it is also beneficial for the employer, as they invest in their employees and are making them more valuable assets for the company. As Noe and Wilk (1993) referenced Hicks & Klimoski (1987), the motivation for employees to engage in learning can be significantly boosted when they receive clear and realistic information about the specific features and advantages of development activities. The model also suggests that benefits and needs affect how one views the work environment, which then translates to how involved someone is in development activities. From this we can derive that employees' want for development activity is based on what they believe will benefit them in a certain work environment. Employers are the ones that can influence those beliefs though providing employees and job candidates with a clear picture of all the knowledge and any other development that the employees will receive through them. Additionally, the knowledge and abilities provided have to present an added value to the already existing know-how a potential job candidate has. Potential employees need to believe that the knowledge and skills they will acquire are significant and will positively impact their career progression. This belief in the relevance and usefulness of development activities is what motivates employees to engage and invest in these opportunities, that ultimately benefits both the employee and the company.

As generally younger generations do not yet have as much experience and knowledge when entering the workforce, we could assume they are more likely to want to learn, compared to older generations. However, research done by Žnidaršič et al. (2020), finds employees intrinsic desire to learn and advance their knowledge does not differentiate significantly based on their age and experience on the job. The difference between younger and older employees arises in extrinsic motivation to learn, as more younger employees openly express desire for additional growth opportunities in order to receive promotion and/or respect within the company (Žnidaršič et al., 2020). Younger employees are therefore aware of the knowledge and skills gap between them and more experienced employees. Older generations are, on the hand, thought to already have this knowledge and expertise. While they indisputably do have more expertise, their knowledge can be outdated, from which their intrinsic motivation to learn comes from (Žnidaršič et al., 2020). This leads to employers focusing on providing younger workforce more opportunities to gain knowledge, while older, more experienced workforce is often overlooked. Guarantee of developmental and useful activities is therefore an important factor for younger employees when searching for a job position. By employers providing them with the ability to get quality knowledge

through different activities at work, they are automatically making themselves more desirable to the younger job seekers.

#### *2.1.2.1 Development value*

Under development value Berthon et al. (2005) included recognition, self-worth, confidence, and future employment opportunities for a potential employee. All of them contribute to the growth and evolution of an employee in their career path. Recognition that an employee gets from their managers is important, because it gives a feeling of being seen, which speaks to the psychological dimension of EmpAt. It holds significant importance in employee's development as it validates employee's efforts, boosts morale, and gives a feeling of belonging and motivation in the company.

According to Brun and Douglas (2008), there are four main forms of recognition: (1) personal recognition, (2) recognition of results, (3) recognition of work practice, and (4) recognition of job dedication. Personal recognition refers to one's personal qualities and abilities, such as their leadership or teamwork skills and can be acknowledged in public or one-on-one with the employee. When looking specifically at the results and achievements done by the employees, we speak of recognition of results. These recognitions are usually done in public or by giving rewards in tangible form (bonuses, awards). In contrast, recognition of methods looks at the methods used, not just results got. Lastly, recognition of job dedication focuses on one's dedication and loyalty towards their job. An example of that are long-time employees that get recognised by receiving recognition in internal ceremonies or events hosted by the company, for their commitment and hard work over the years. Employers recognizing their employees signals to all potential employees they care and are aware of their employees. It also means an employer will invest in their success and development. Even more than being important for potential employees, recognition is a major advantage for talent retention.

While giving recognition is done by others in the work environment, self-worth and self-esteem "refers to an individual's overall self-assessment of his or her skills" (Rus et al., 2022). Confidence arises from being sure of your abilities i.e., having high self-esteem. Self-worth and confidence are important for employees as more confident employees are more likely to take on different developmental activities. They are surer of their actions and are expected to tackle more challenging tasks. Additionally, to challenges, employees with higher perceived self-worth will also be more likely to take initiatives and pursue promotions. This also translated into feeling less threatened by other co-workers and consequently having better relationships with them. Moreover, self-worth is also closely correlated with economic dimension, which will be discussed further on, that deals with salary and other monetary compensation. Employees and candidates with higher self-worth will appreciate their own work more and will want to be compensated more for the work done.

Last component of development value that potential employees focus on are future employment opportunities (Ambler & Barrow, 1996). Employers that provide developmental activities or are themselves part of industries and areas that are perceived as being important in the future, will stand out and be more favourable to potential employees. These industries and areas are among others technology and AI, augmented reality, sustainable jobs, pharmaceuticals and healthcare, e-commerce and digital marketing, finance and fin-tech, human resources and employee experience, and logistics (WEF, 2023). As the current market is fast growing and changing, especially younger job seekers, like generation Z, who are just entering the labour market, have to predict future changes and prepare for them accordingly. Being part of industries that are seen as lasting in longer terms, is for employees more reassuring in terms of job stability. Additionally, employers that invest in these areas and provide clear career paths will attract top talent and be more competitive.

#### *2.1.2.2 Application value*

While development value talks about the importance of skill development, application value focuses on application of employee's skills in the organization (Berthon et al., 2005). Employees have a feeling of satisfaction and usefulness when they can use their knowledge and expertise at their place of work. Application value also emphasizes how effectively an employer can utilize an employee's skills, allowing them to use their expertise and knowledge meaningfully and feel their work makes a significant impact. This aspect is vital for attracting and retaining talent, as employees look for workplaces where their abilities are both acknowledged and put to purposeful use. Moreover, if employees can see that their expertise benefits the whole organization, they are likely to feel more valued, engaged, and motivated. This sense of being well-utilized and making a substantial contribution enhances their job satisfaction and loyalty to the company.

In today's workforce, this is particularly important as younger generations are increasingly conscious about their roles and the broader implications of their work. They are not driven by just the personal success but also by the desire to contribute to causes and missions they believe in (Kreacic et al., 2023). They seek employers who provide opportunities to use their skills in a way that aligns with their values and goals. This generational shift means that meaningful work and the ability to make an impact are now important priorities for many job seekers. They are more likely to take initiative, propose new ideas, and strive for excellence, if they feel that their unique talents and skills are recognized and effectively used. This not only benefits the employees themselves but also drives the organization's success, leading to improved performance and competitive advantage.

Employers who understand and implement the concept of application value create a situation where both the organization and its employees thrive (Berthon et al., 2005). These employers are viewed more favourably because they offer a fulfilling and supportive workplace. By providing platforms and opportunities for employees to utilize their full potential, such

employers can attract top talent, reduce turnover, and build a committed and productive workforce. Furthermore, companies that prioritize application value often experience better team dynamics and collaboration. When employees feel their contributions matter, they are more engaged in their roles and more willing to support their co-workers. In conclusion, emphasizing application value is a strategic advantage for employers aiming to attract and retain their workforce, ensuring mutual growth and success.

### 2.1.3 Economic dimension

Ambler and Barrow's third dimension is the economic dimension. It includes material or monetary rewards employees get from their employers (1996). Berthon et al. (2005) expanded on that in their theory, defining economic value as a mix of compensation and benefits, job security, and opportunities for promotion for an employee. Applying that to an everyday case, these are all tangible compensations one gets for being employed in a company, like salary, bonuses and other financial compensations, stocks, monetary and non-monetary rewards, memberships (e.g., in the gym), and any other tangible benefit.

Salary is the most straightforward part of the economic value the employer has (Ambler & Barrow, 1996). It is one of the most important aspects when looking for employment in general. Every employee wants to be paid fairly for the job they do, and salary is often the clearest sign of how much a company values its employees' work. Good salaries are key to attracting top talent because they show that the company is committed to paying employees fairly for their skills and efforts. Additionally, a good salary package helps in hiring skilled candidates and keeps current employees from leaving. Employees who feel they are paid well are more likely to be motivated, happy, and loyal to the company (Berthon et al., 2005). A well-designed salary also helps boosting the employer's reputation, making the company a desirable place to work. Therefore, by offering fair and competitive salaries, employers can greatly increase their attractiveness among potential employees and build a strong, dedicated workforce.

Similarly, bonuses do provide a great economic value to the employees, however, they differentiate greatly to salary. While salary is stable and is always in monetary terms, bonuses are tied to employees and/or company's performance (Bloomenthal, 2025). They can be either monetary or non-monetary in nature. Additionally, salary is seen as a basic compensation for someone's work. Contrary, bonuses are perceived as awards for above average performance and are used as motivators for employees to continue and improve the good work (Bloomenthal, 2025). As bonuses are performance based, employees do not necessarily get them every month and therefore are not used in regular financial planning of an employee, compared to salary.

In many organizations benefits like gym memberships have become popular (Hind, 2018). With increasing awareness about the health benefits of moving and exercising, the popularity of the gym also grew. This creates a great opportunity for organizations to invest in their

employees' health by giving them more incentive to move and in that way reduce stress, improve mental health, and enhance physical fitness (Hind, 2018). At the same time employers are investing in healthier employees that are a bigger asset due to higher energy levels, increased concentration, and greater overall job satisfaction. They are also less likely to take sick days, which reduces connected costs for the employer. In some countries healthcare is designed in a way that employees have their health insurance through their employers (Reshmi & Mulla, 2023). In those cases, benefits connected with social security and healthcare are also important to consider for potential employees. Employers that provide better healthcare insurance and pension programs have in this case definite advantage (Reshmi & Mulla, 2023).

Another economic value that is especially important for younger generations of employees is the possibility of promotion (Deloitte, 2020). While some factors for pursuing promotion were already discussed previously under other values, promotion as a new job position is also part of the economic dimension. Promotion is a concrete indicator of one's improvement of knowledge, capabilities, even entrusted responsibilities given by the employer. Promotions also usually come with higher salary, bonuses and possibly also some other benefits, that play a part in making the employer more attractive for potential employees.

According to research done by Chaudhry et al. (2011) there is a trade between how much the employees are willing to lower their salary expectations in order to get what they perceive as a stable job. On the contrary they want a higher salary if taking on a more unstable job or a job in an unstable industry. This shows the dynamics between different dimensions and the trade-offs people make between these attributes in order to get the right employment for them.

## **2.2 Characteristics of younger generations in connection to job seeking**

Every generation grows up in a different time period, due to which each generation has its own outlook on the world. This translates to what beliefs they have, priorities and desires. Their characteristics also influence the way they search for employment and what attributes a job position needs to have, in order for them to be desired by them. Current generation entering the labour market is called "Generation Z" or "Gen Z" for short. They are considered the generation of people born in the late 1990s and early 2000s. More specifically, the European Union (EU) defines Generation Z as "children and young people born after 1995 or 1996" (Milotay, 2020). Some sources, however, cite the exact years being between 1997 and 2012 (Library of Congress, n.d.), putting the current age of them from late 20s to early teens.

They grew up during the 2008 economic crisis and COVID-19 pandemic, which made them adaptable to change. Out of all generations, they are proportionally the most educated one, being more likely to graduate high school and go to college (Eldridge, 2022). They are the first true generation to grow up around iPhones and social media, which is why they are also

called the iGeneration. Yet, they are the most vulnerable generation on the labour market and are at the most risk of being in poverty. They are the most likely out of any generation to boycott a product or a company due to a political, social or environmental stance. This also extends to how they choose employers, as only one in five people would work for a company that does not share their values and beliefs on important topics (Carnegie, 2022). Article written by Kreacic et al. (2023) labels this generation as “the largest and most disruptive generation ever”. The following sections examine more closely some of the characteristics and influences that define the Gen Z and how that translates into their employment searching.

### 2.2.1 Personal characteristics

Compared to previous generations, which are known as Millennials (born between 1981 and 1995), Gen Z are thought to be much more self-aware, while Millennials are more self-centred (Wood, 2018). By self-awareness it means that they know and understand themselves much better than the previous generation did in who they are, how they feel and in what they believe in terms of broader social context. They are also more persistent and realist, in part due to them growing up during the great recession in 2008. With access to even more information about world events that previous generations didn't have, they have a much more pragmatic and realist view on the world.

They are also described as more innovative, compared to Millennials, who are creative. This comes down to them being the most technology literate generation, having an entrepreneurial mindset that is encouraged on social media, and being quick to adapt to changes, especially technological ones. While Millennials are thought of as dependent, Gen Z is much more self-reliant in terms of doing things themselves, rather than relying on others to do it. It can be seen in younger generations being involved in protests, trying to fight for ideals and ideas that they care about, rather than being passive and relying on others to solve the problems. In terms of job seeking this translates to that they are much more secure in what they want from their employer, yet are realistic about their expectation of the job position they want to acquire. They are quick to adapt to changes, which will also translate to any changes on the market and labour market.

### 2.2.2 Education

As mentioned, Gen Z is the most educated one according to statistics. Among 18- to 21-year-olds no longer in high school, 57% were enrolled in a two-year or four-year college in 2018 in the United States (US). This is higher than 52% in 2003 in the era of Millennials and 43% in 1987, when Generation X was going to college (Korhonen, 2024). It shows that Gen Z is keener on getting higher education, even with college tuition reaching all time high (Hanson, 2022a). In the EU the percentage of people enrolled is similar, with the tertiary education enrolment rate for the age group 18- to 24-year-olds, in which Gen Z belongs, is

approximately 40-50%, depending on the specific country. Over the years the trend of more students getting college degrees is present, according to a Gallup survey conducted in 2023 (Nicola, 2023), a high percentage of Gen Zers (83%) ages 12 to 26 in the US believe a college education is “very important” or “fairly important”. With the number of people in their early 20s enrolled in tertiary education increasing over past years (Eurostat, 2024a), it is expected that the number of people enrolled in tertiary education will also be gradually increasing in the future. The most popular fields of study from which students are graduating in the EU, according to Eurostat (2024a) are business, administration and law, engineering, manufacturing and construction, and healthcare. Comparatively, in the US the most popular fields are business and healthcare, followed by social sciences and history (Hanson, 2024b).

Education is also connected with accessibility to information. As already mentioned, the Gen Z has access to the most information out of any generation before them, in large part due to the internet and accessibility to news all around the world. This creates much more opportunities for them to be educated in a broader range of topics, outside the conventional education system.

In terms of employability, a higher level of education means one is generally more desired by the potential employers. According to Eurostat (2024b), people with higher educational attainment levels have higher employment rates, compared to those with lower ones. Higher skilled workforce, which has a higher level of education, is also generally getting better compensation - salary - for their work. Fields of study with the highest number of graduates are also the most competitive fields due to saturation of graduates with that degree. Nevertheless, the employers have to be competitive in order to attract top talent on the labour market.

### 2.2.3 Diverse demographic

Out of all previous generations, Gen Z is the most culturally diverse generation. Additionally, it is the most diverse in terms of origins (Milotay, 2020). According to Eurostat (2024c) in the EU, Luxembourg for example has the highest percentage of children born outside its borders, with more than 20% of children being born elsewhere. This includes children born in other EU member states and children born outside the EU. In Slovenia this percentage is much lower, standing at approx. 11%. Looking at the total number of foreign-born populations in the country and dissecting it by age groups, Cyprus and Malta have the highest percentage of people aged between 15 and 29, that are foreign-born. The European average of people aged 15-29 born outside the country's borders, is somewhere between 20-25% of all foreign-born people. In this statistic children born to immigrant parents are not included. In the US, the number of people in Gen Z identifying as Caucasian is 52%, which is a considerable drop from previous generations with 61% among Millennials and 70% among Generation X (Parker, 2020). This generation is therefore much more diverse in terms of culture and ethnicity. Moreover, they are far more open and educated about different



cultures, compared to previous generations, due to globalization and accessibility to the internet.

Growing up during the era of LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and others) rights movement and living in a more diverse and unconventional environment than previous generations, Gen Z is much more open-minded. They are more likely to know someone that is part of the LGBTQ+, than previous generations or even be openly part of it themselves (Parker, 2020). Gen Z are by far the most likely (59%) to state that a form or online profile should include options other than “man” and “woman” when asking about a person's gender. Around 50% of Millennials would agree on this topic, while only 40% of Generation X and 37% of Boomers would agree (Parker, 2020). Being exposed to unconventional families, where parents are not married and are living in different households, these generations are also less likely to conform to traditional expectations of a household. Due to prioritizing careers, they are also having children later in life, as in 2019 the mean age of women giving birth to their first child was 29,4 years (Eurostat, 2021).

Being exposed to such diverse backgrounds and cultures makes Gen Z great assets in larger multinational companies where there is a mix of cultures, customs and ethnicities. However, employers do need to prepare for these employees to also expect open-mindedness and acceptance of different people in their environment, may that be of different ethnicities, sexual orientation, or other differences. This shows in a survey, where when asked, 46% of Gen Z said they would favour hiring a diverse candidate over a non-diverse candidate with the same qualifications (LEWIS, 2021). Additionally, women planning to have a family will be attentive towards benefits employers may provide towards pregnant women and new mothers.

#### 2.2.4 Digitalization

Generation Z is the first generation to truly live in the era of digitalization. While Millennials saw the rise of the internet and social media, this generation has lived its whole life knowing it. Majority never owned a phone that didn't have access to the internet and they have grown up being connected on social media. On average, 73% of students aged around 15 years old, are using social media daily (Hooft Graafland, 2018). They are, however, more prone to being cautious about sharing their data online, compared to Millennials. According to Dixon (2022), the average amount of hours spent per day on social media worldwide is the highest among Gen Z, with 3 hours spent per day. In comparison, Millennials spend an average of 2,25 hours and Gen X only 1,5 hours per day on social media. Even though different countries are not at the same development stage, 95% of all 15-year-olds in OECD (Organisation for Economic Co-operation and Development) countries have access to the internet (Hooft Graafland, 2018). Looking specifically at Slovenia, almost all children reported they have access to the internet at home.

Social media is also a place where they get their news. According to LEWIS (2021), 51% of all asked participants have answered that they get their information on YouTube and 46% on Instagram. Traditional information channels TV and newspaper got 49% and 47% respectively. This shows how important digitalization is for Gen Z. Apart from getting news, it is also a way of socializing with other people, and even dating through dating platforms. With the use of smartphones and computers they are also the most influenced by digital advertising and digital financial services out of all generations, yet are still the least likely to be brand-loyal compared to other generations.

These statistics show how integrated the internet and social media are into this generation's day-to-day life. They also reinforce the assumption that this generation is more proficient in technology than any other generation before. With constant changes due to technological advancements, they can more easily and quickly adapt to them. Especially after the COVID-19 pandemic, a large part of Gen Z expects for employers to offer some type of hybrid between work in office and remote work. In a survey done by Indeed (Haynes, 2025) out of all respondents that belong to Gen Z, 82% of them "never worked in an in-person office environment full-time" while 92% said "they are missing out on traditional workplace experiences". This suggests that younger generations still recognize the advantages of in-person communication and interaction, compared to virtual ones.

Job searching is also done online through the internet and different platforms, such as LinkedIn, which are dedicated to connecting professionally. Moreover, Gen Z will more likely do well in an environment which requires knowledge in use of technology. They will do especially better compared to older generations, that are slowly exiting the labour market, which were not introduced to computers and smartphones in their youth.

### 2.2.5 Sustainability and environment

One of the issues Gen Z is most passionate about is taking care of the environment, promoting sustainability, and fighting climate change. Sustainability is defined as "the quality of causing little or no damage to the environment and therefore able to continue for a long time" (Cambridge, n.d.-a). Both Gen Z and Millennials are more likely to say human activity is responsible for global warming, compared to older generations. According to Pew research centre (Parker, 2020), this percentage of Gen Z agreeing with the statement is 54, while the percentage of Millennials is 56. Comparatively, out of Generation X 48% agree, and only 45% of them among Boomers agree that human activity is responsible for global warming.

According to an international study done by Hickman et al. in 2021, among 10,000 young people ages 16 to 25 in 10 countries found that young people across all countries were worried about climate change. 59% of respondents answered they were "very or extremely worried", while 84% were at least "moderately worried". More than half respondents also reported feeling "sad, anxious, angry, powerless, helpless, and guilty" about climate change.

Almost as much said that these feelings negatively impacted their daily lives. Many of them expressed they feel previous generations and the government are responsible for the situation. As a consequence, activists like Greta Thunberg emerged, which have become faces of this generation's fight against global warming.

Consequently, Gen Z expects institutions and businesses to address environmental issues (Kreacic et al., 2023). They will support brands and companies that take clear stances on these topics, with 20% indicating that a brand's position influences their purchasing decisions. Additionally, nearly a third of Gen Zers would prefer to buy more sustainable products if brands provided clearer labels and better information about climate impact that the product has. This also translates to employers. They are more likely to work for an employer that has taken a clear stance on the issues of global warming, preserving environment and sustainability. This also extends to employers doing their part in fighting against climate change, by converting to more sustainable business practices, promoting green activities, etc.

#### 2.2.6 Socio-economic background

Gen Z is more likely to live in cities and metropolitan areas, while only a small percentage is growing up in rural areas of the country. They are less likely to be more optimistic, compared to other generations when being that age (Eldridge, 2022). According to Next generation or lost generation? by the European Parliament (Milotay, 2020), the youngest generation is more affected by 'sticky floors and ceilings' than any other when it comes to intergenerational earnings mobility". This term refers to situations where it is hard or nearly impossible for people to climb up the socioeconomic ladder. It can be caused by limited access to education, job opportunities, or resources. In OECD countries, a general trend has been detected of a lack of mobility between the income positions at the bottom and at the top of the social ladder.

Youngest generations are also most affected by unemployment and poverty. This is due to high unemployment of younger generations and a trend of less stable jobs. Generations aged from 18 to 24, which are just entering the labour market, are also by far at the highest risk of poverty, according to Eurostat (2023). Although this was true also for previous generations, the rate has exponentially grown after the 2008 crisis, after which the at-risk-of-poverty rate has decreased for older generations, while for younger generations grew. Before the great economic crisis in 2008, the generation under 25 was not much more at risk of poverty compared to those over 64. After the crisis, the difference grew to nearly 10 percentage points, meaning now those under 25 years old are at risk of poverty by that much, compared to over 64-year-olds. Young generations are aware of the differences between wealth and opportunities the previous generations had compared to them. Another factor contributing to lower employment rate of teenagers is being more dedicated to getting higher

education, compared to previous generations, which leads to less young people wanting or having time to work.

Consequently, they are looking at employment differently than Millennials. While Millennials are often labelled as having an undeserved sense of entitlement when it comes to employment, Gen Z have an approach similar to their parents, the Generation X, that comes across as them being a lot more grateful for what is given to them. With the least accumulated wealth out of all age groups, they are also the most likely to fall into poverty in the event of an income shock e.g., loss of employment (Chen et al., 2018). As a consequence, 52% of Generation Z “worry about their financial security and stability”, which is more than double compared to older generations (Kreacic et al., 2023). This leads to a different relationship with money as previous generations did. It also leads to a greater emphasis on a person's financial independence and self-reliance from a younger age. It also leads to understanding why this generation has a reputation of side hustling.

Due to high financial uncertainty, this generation also deals with housing problems. Lack of resources pushes younger generations to live at their parents' house longer, as they are not able to afford housing or are too uncertain to invest in it. Approximately a third of Gen Z adults live at home with parents because they can't afford to buy or rent their own housing (Credit Karma, 2024). With the housing market being the most expensive in the last decade (Neelakandan, 2023), new adults do not have much choice but to live at home or pay expensive rents. Among those that do rent, a quarter says they are no longer able to afford rent prices (Credit Karma, 2024). The percentage is even higher, if we look at Millennials, among which 30% can't afford current rent, and Gen Z where 27% can't afford them. This situation is forcing a new generation of young adults to be dependent financially on their parents. It is also making them less likely to move to a different city, if the city is considered more expensive to live in, which is important for employers, as a considerably larger percentage of job opportunities are in urban areas. Ultimately, Gen Z wants to have stable, well-paying jobs and an affordable housing market. Due to high financial uncertainty, they are uncertain about their financial future even in a prosperous economy.

### 2.2.7 Impact of COVID-19 pandemic

Gen Z, the newest generation entering the workforce, was faced with unique challenges during the pandemic. The coronavirus crisis has disrupted Gen Z's education and future job prospects enormously. It is estimated that 99% of the world's 2.36 billion children have been impacted by movement restrictions. In the EU over 25 million students in higher education institutions were impacted by movement restrictions during the pandemic (Milotay, 2020). Disruptions in education translate into less obtained knowledge, compared to older generations, which translates to that generation being less competitive on the labour market. This is due to “strong correlation between educational attainment and employment rates” (Milotay, 2020), meaning that people with higher educational attainment have higher

chances of employment. Now this generation is entering the labour market. Due to lack of vacancies, there will be longer school-to-work transitions, while those already working are at fear of losing their jobs.

Many new employees on the labour market began their careers remotely, missing out on traditional onboarding experiences and instead adapting to building new relationships remotely. Due to the pandemic, which caused isolation and constant expectation of being available and online, mental health was severely influenced. Research done by the International Labour Organisation (ILO, 2020) found that 72% of youth have worked from home or only partly in the office, since the pandemic. These results are similar to research done by Indeed in 2022 (Haynes, 2025) which found 82% of Gen Z respondents never worked full-time in an in-person office environment, which was already mentioned in the section about globalization. Now, after the pandemic, according to the A-Gen-Z Report (Kreacic et al., 2023), over half of those seeking new positions cite burnout and the desire for more time being offline in order to recharge. Nearly half of Gen Z (47%) say they are actively searching for a new job and are very likely to change it in the next year (Haynes, 2025). Similarly, 62% are actively or passively seeking new jobs according to the A-Gen-Z Report (Kreacic et al., 2023).

In order to test and better understand the well-being of young people, research has been done using the Short Warwick-Edinburgh Mental Wellbeing Scale by the International Labour Organization (2020), that can detect the presence of depression or anxiety in the general population. 50% of people aged between 18 and 29 have a sign of possible depression or anxiety. These percentages are even higher among people that have lost their jobs during the pandemic, among those that were learning less, and whose education was delayed or might fail. Depression was also more present among women than men.

Younger generations are deeply concerned about the impact of this crisis on their peers, which they show through talking about and destigmatizing mental health issues. Unlike older generations, they show greater acceptance and openness towards discussing topics such as depression, anxiety, and other emotional challenges (Kreacic et al., 2023).

With the pandemic ending, employers have started to call back employees to the office, which made some Gen Zers reevaluate their priorities at work. They value freedom and flexibility of working remotely (Kreacic et al., 2023), which is why employers that provide them that, have become so valuable to them. Despite growing up in relative comfort, even with the economic recession in 2008 and having higher education rates, Gen Z demands meaningful work and personal growth opportunities from their potential employers. This means that employers will have to adapt to Gen Z's expectations for benefits, flexible working schedule, and opportunities for development to attract, and retain this new generation of employees.

### 2.2.8 Entering the labour market

When choosing the employer, there is a trade-off between the desires and values of Gen Z employees. While 54% of Gen Z would refuse to work for a company that doesn't align with their values, 19% would consider it, and 27% are unsure (Kreacic et al., 2023). This means 46% would still potentially work for a company that they don't share the same value with. This shows how strong motivators are both personal and economic security for them. When evaluating job opportunities, the most important factor for Gen Z is the employer's commitment to personal growth opportunities at 51%. This is followed by the company's values (39%) and the employee package (38%). Nearly half (47%) of Gen Z also say they follow CEOs, executives, and company founders on social media. This means that they also pay attention to who is running the company, not just the company and job position itself (Kreacic et al., 2023).

Additionally, only 15% are willing to take the risk of working for a start-up, whereas 40% would prefer the stability of working for an established business in the private sector (Kreacic et al., 2023), which speaks to the before-mentioned issue of wanting stability. This is followed by working in the public sector with 24% and being self-employed with 21%. The percentage does change slightly if we look specifically at the respondents from the US or Europe. In Europe more people are willing to work in the public sector (25%), while in the US the percentage of people willing to be self-employed is higher at 35%. Nevertheless, the established private sector is the most desired, 35% in Europe, and 39% in the US. These results are not surprising and further confirm before-mentioned characteristics of Gen Z, which has grown up during a global pandemic and economic crisis. This statistic is further supported by the overall decline in entrepreneurialism among young people, as a result of debt and uncertainty (Kreacic et al., 2023).

They are more likely to view employment more pragmatically than other generations. It means they view their jobs as a means to get money and pay their bills, while in their free time focusing on their passions outside of work. This leads to a higher rate of side-hustles that the Gen Z has (Kreacic et al., 2023). 35% of white-collar and 60% of blue-collar Gen Zers admit to having side hustles, which is considerably higher than 19% of white-collar and 28% of blue-collar among previous generations, according to survey conducted by Oliver Wyman Forum in 2022 (Kreacic et al., 2023), which included respondents from the US and the United Kingdom. One of the reasons for such a high percentage is financial. About 35% of Gen Zers with side gigs take them on to cover living expenses, and 38% do so for the added financial flexibility. Additionally, side hustles allow for young people to follow their passions that give them more joy and purpose compared to their primary jobs. When asked about their main reasons for having second jobs, 54% of respondents cited either passion or a sense of connectivity and community (Kreacic et al., 2023). This is also one of the reasons why so many young employees are actively or passively looking at finding new employment. They are much more open about job-hopping than previous generations. As previously mentioned, almost two-third of currently employed Gen Zers are currently looking for new

jobs. Main reasons for it were cited as seeking better pay, personal fulfilment, better advancement and growth opportunities, and better work-life balance, especially due to high burn-out rate during the pandemic and deteriorated mental health. They were also more likely to cite being underpaid for the amount of work they do, compared to other generations. In different fields employees stated different reasons for leaving. In the financial services the biggest reason was compensation. This was also true for the health and retail sector. Both transportation and manufacturing sector employees cited work-life balance as the leading cause of changing professions, while young employees in media changed jobs due to lack of personal fulfilment. Overall, the least people left due to lack of advancement and growth (Kreacic et al., 2023).

Gen Z generally expects a friendly, “work must be fun” atmosphere at the place of employment and happy social environment, where colleagues get along and hang out with each other. This also extends to having a great teamwork spirit and being friends with your colleagues. They also believe physical assets in the office environment are more important than intangible ones, the latter was answered as more important by most respondents (Nguyen Ngoc et al., 2022). Additionally, most respondents in the research done by Nguyen Ngoc et al. (2022) said the traditional 8-hour workday, 5 days a week, was not appealing to them as job applicants. Most preferred having the autonomy to set their own schedules and some level of flexibility, in order to have time for other activities, such as going to the gym, hanging out with friends, or running errands. Moreover, participants supported the option to work remotely on occasion. This corresponds with other sources, that stated work-life balance and flexibility are high priorities for this generation.

The same research (Nguyen Ngoc et al., 2022) showed that Gen Z highly values both internal and external corporate social responsibility (CSR), viewing it as part of an organization's attributes. This aligns with previous research showing Gen Z's expectations for diversity, equity, inclusion, and commitment to sustainability, which we mentioned. Interestingly, Gen Z prioritizes CSR more than previous generations like Millennials, who are said to prioritize career growth opportunities more. This shift may be due to changing cultural values and the evolving nature of CSR, which now includes aspects like career growth and work-life balance. The study emphasizes that for Gen Z, CSR is an important part of attracting and retaining these potential employees.

To summarize, Generation Z is entering adulthood and the workforce, with opinions and values shaped by connectivity and access to information, in capacity previous generations never had. While they are still idealists, many are willing to compromise in order to get stability and security. As the new generation brings valuable technical and digital skills, the competition to attract them will be strong. Employers will need to show what they offer and what they believe in, in order to get competitive advantage. Values and issues most important to Gen Z are personal development and security, diversity and inclusion, and strong opinions on business leadership, which they expect from their future employer. The most successful

employers will be those that offer both equality and stability, meeting employees' expectations somewhere in the middle (Kreacic et al., 2023).

### **3 EMPLOYER BRANDING**

#### **3.1 Definition and importance of employer branding**

Branding aims to shape or align the expectations that are the basis for brand experience, creating a perception that a brand connected to a product or service has specific attributes or features that make it special and unique. It is predominantly linked to product development or upkeeping of corporate identities (Elving et al., 2013). Employer branding as such, was defined in 1996 by Ambler and Barrow “as the package of functional, economic and psychological benefits provided by employment and identified with the employer company” (Ambler & Barrow, 1996, p. 3). These benefits are defining what makes a potential employer attractive to the job seekers. Additionally, Ambler and Barrow (1996) state that the primary purpose of Employer branding is to offer a clear framework that allows the management team to focus on enhancing recruitment, retention, and employee commitment. Later Sullivan (2004, first para.) defined employer branding as “a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm”. Through that the company manages to attract the employees that are the best fit for the job position and for the organization. Furthermore, there is a positive correlation between the employer brand loyalty and productivity, which goes to highlight how important employer branding is for the company as well as recruiting of the right employees (Backhaus & Tikoo, 2004).

According to Bagienska (2018), the employer branding process can be divided into five stages. The first stage involves assessing the current employer image. Next, a new and desired employer image is formulated and created, and after that the employer value proposition (EVP) is developed. The fourth stage is the implementation of the employer brand. Finally, the process ends with the evaluation and modification of the employer brand as needed.

Employer branding is a targeted strategy and therefore has to be managed with coordinated effort (Sullivan, 2004). In order to be successful, it needs to include or address all of the eight essential elements, according to Sullivan (2004): (1) a culture of sharing and continuous improvement, (2) a balance between good management and high productivity, (3) obtaining public recognition, (4) employees telling stories, (5) getting talked about, (6) becoming a benchmark company, (7) increasing candidate awareness of the company's best practices, and (8) using branding assessment metrics. By a culture of sharing and continuous improvement it is implied that the companies have to share and highlight the best management practices. While in the past that was looked down upon, nowadays it is necessary to share the best practices with the outside world as well as in the company



between different departments. Additionally, companies and managers need to balance good management practices with productivity improvements, measuring and rewarding this balance to maintain a strong brand and at the same time achieve higher employee productivity.

Obtaining public reputation and employees actively telling stories is also important for employer brands. No matter what the employer says about themselves, the employees are trusted much more about how the working environment looks and what kind of employer a certain organization is, due to them not generally having big incentives to be dishonest, compared to employers. A great way of obtaining public recognition are also the great-place-to-work and best-employer lists. This leads to the company's management practices getting talked about in the press, especially business press. Still, the management should also be highly vocal about their management practices. Another element is becoming a benchmark company, which means for a company to become a standard for other competitors and having them being compared to the company in regards to your management practices. This also signals to potential employees that a certain company is the golden standard, not its competitors. Increasing awareness of your practices among the potential employees creates an advantage, so that the company attracts the top talent and becomes the top choice. Lastly, the companies need to evaluate and assess their brands and management practices, which can be done using criteria and metrics (Sullivan, 2004).

Employer branding can be further separated into external and internal employer branding. External employer branding (EEB) establishes the company as an employer of choice and therefore enables it to attract the best possible employees, according to (Backhaus & Tikoo, 2004). It is believed that distinctiveness of the brand enables the company to attract distinctive and the best human capital. Additionally, once recruits are drawn in by the brand, they form a set of expectations about being employed in that company. These expectations that they bring to the company align with the organization's values and lead to higher commitment to the company. Usually when talking about employer branding, only external employer branding is mentioned, which is more talked about in large part due to "talent wars". The term talent wars or war for talent is used to describe the lack of supply of highly skilled professionals, which causes the companies with high demand for skilled employees to fight for top talent. The term was first introduced in the study done by McKinsley in 1997, where the growing importance of attracting and retaining the talent was discussed (Chambers et al., 1998). This is done through offerings of different benefits that have certain value for these potential candidates (Elving et al., 2013). Because of the intense rivalry between the employers, companies have focused primarily on marketing their employer brand to those not currently employed by them. Still, internal employer branding is just as important.

Internal employer branding (IEB) focuses on current employees in the company. It is done through internal marketing, which helps create a workforce that is difficult for other companies to replicate. By consistently communicating the organization's brand's value proposition to employees, the workplace culture is established around the corporate goals,

enabling the company to create a unique culture focused on doing business the company imagens it (Backhaus & Tikoo, 2004). As Sergio Zyman, Coca Cola's chief marketing officer, famously stated: "Before you can even think of selling your brand to consumers, you have to sell it to your employees." The organization needs to create the culture of trust between employer and employees by keeping the 'promise' made during the selection and recruitment period (Frook, 2001) (Sengupta et al., 2015). However, having a distinctive workforce can provide a competitive advantage only if it stays stable, as a non-sustainable source of advantage will ultimately fail (Barney, 1991). Additionally, internal marketing enhances employee retention by reinforcing the concept of quality employment, which encourages employees to remain with the organization (Ambler and Barrow, 1996). This leads to several benefits, including more loyal employees, leading to lower workforce turnover, due to employees being satisfied in the organization, and more efficient team sharing company's goals and values.









### **3.2 Employer value proposition**

Employer value proposition (EVP), is "the equalization of the rewards and benefits that are gotten by employees consequently for their execution at the working environment" (Pawar, 2016). It is a method employed by organizations through which they communicate to both current and potential employees why the company is unique, appealing, and an excellent workplace. The value proposition is the central message of the company's employer brand (Eisenberg et al., 2001). These rewards and benefits are communicated through actions and policies that the company adopts, presenting emotional and rational benefits to both current and potential employees. These benefits are psychological, social and economic. EVPs project a certain image of the organization to its target audience. Employer branding is in this way concerned with the attraction, engagement, and retention activities that are intended to improve the employer brand of the organization (Pawar, 2016).

The concept of value propositions originates from marketing management, where it is defined as the promises a seller makes to its customers in terms of value-in-exchange and value-in-use (Lusch et al., 2007). This framework suggests that the effectiveness of the relationship between a company and its customers depends on how well the value propositions align with the customers' needs in terms of product or service (Sengupta et al., 2015). This concept can be applied to the relationship between employers and potential employees. In that relationship, candidates are highly aware of the value the potential employer is offering. The relationship is successfully established when these values align with the candidates' expectations and needs. Therefore, just as businesses must ensure their value propositions resonate with their customers, employers must create and communicate an appealing value proposition that meets the needs and aspirations of potential employees, creating strong relationships.

In research, conducted by Dabirian et al. (2019), which discusses employer branding in IT sector, eight value propositions for employer branding were identified. They are based on five dimensions of EmpAt, which we previously discussed. In addition to (1) social value, (2) interest value, (3) application value, (4) development value, and (5) economic value, (6) management value, (7) work/life balance, and (8) brand image are also proposed, as can be seen in Figure 2. Even though research focuses primarily on IT professionals, the values can also be applied more broadly, especially as they steam from five dimensions proposed by Berthon et al. (2005).

*Figure 2: Eight value propositions for employer branding*

EIGHT VALUE PROPOSITIONS FOR EMPLOYER BRANDING							
SOCIAL VALUE	INTEREST VALUE	APPLICATION VALUE	DEVELOPMENT VALUE	ECONOMIC VALUE	MANAGEMENT VALUE	WORK/LIFE BALANCE	BRAND IMAGE
							
Is this a fun place to work with talented people and a great organizational culture?	Is the work interesting, challenging and achievable?	Is the work meaningful and does it invite the application of knowledge and skills?	Are there opportunities for employees to grow and advance professionally?	Is work rewarded appropriately through salaries, benefits and perks?	Are managers good, honest leaders who inspire, trust, protect, enable and respect employees?	Are work arrangements flexible enough to achieve success on and off the job?	Through the eyes of employees, how is the firm's brand perceived? Is it seen as cool and innovative?

*Source: Dabirian et al. (2019, p. 5).*

In relation to employer branding social value refers to satisfaction of employees when working with their others. Preferred workplace culture nurtures positive work environment and team work. Interest value focuses on how stimulating and attainable job tasks are. It also includes how much creative problem-solving and openness to innovative ideas there is connected to employer and work position, such as the use of advanced technology. Application value relates to how employee's knowledge and skills are use in a way that is meaningful and contributes to overall success of the team and the company. Development value focuses on opportunities for professional growth and development, while economic value focuses on different types of compensation for the work employees do. This includes both monetary and non-monetary compensation and benefits. Management value was added to address employee's assessment of their employer based on their superior, i.e., leadership qualities, competences, management style, and ability to motivate others. Superiors are therefore face of the company to their subordinates, and how competent they are, directly translates to company's employer branding. Work/life balance addresses an apparent trend among employees for a more balanced relationship between professional and personal life. It can be achieved by incentives companies present such as a more flexible work schedule or even remote work. Lastly, brand image refers to how the brand or the company is perceived from their target audience, in this case current and potential employees. Ideally, companies would want to have brand image that is appealing to employees and they would like to be associated with. Companies can try to influence their brand image through brand identity, which outlines how the brand should be seen.

### **3.3 Employment ads as a communication tool for employer brand**

In order to present their employer brands and convey their EVPs, companies are using different channels. The most used ones are employment ads. According to Cambridge dictionary (n. d.-b), job advertisement is “an announcement in a newspaper, on the internet, etc., about a job that people can apply for”. In connection to the employer brand, however, employment ads are much more complex. They are used to attract the top talent on the labour market (Rafaeli & Oliver, 1998). They can be posted online, on different social media platforms, in the newspaper, television, through fliers, or even in the company itself.

Attraction of the top candidates is done by clearly defining the job position and expertise needed in order to get applications from qualified candidates (Rafaeli & Oliver, 1998). Additionally, the ads have to represent the company’s culture and values, so that they align with the candidate’s. Through it the potential employees will get a better understanding of the working environment at this organization. EVP must also be clearly stated in the advertisement, in order for the applicants to understand what the company is offering them in exchange for their knowledge, effort and time. Interestingly, the majority of advertisements do not explicitly discuss salary or benefits. Research indicates that only around 20% of ads include even vague mentions of salary or benefits, with fewer than 5% explicitly stating extrinsic rewards, such as salary or benefits (Rafaeli & Oliver, 1998). This is surprising, as economic benefit is one of the most important aspects of the value employer offers for the potential employees. Lastly, through employment ads companies can help themselves build good brand awareness in the field or an industry they are a part of. As mentioned previously, having a good employer brand is dependent deeply on how the surroundings perceive the company. In order to become a benchmark company, gain public awareness, and get talked about by others, the company has to do marketing focused specifically on the labour market, compared to the traditional consumer market.

Interestingly, Rafaeli & Oliver (1998) argues that employment ads do not always represent necessarily what the company wants in a future employee. The assumption that the ad reflects a new employee the company wants is only true, if the ad is meant to fill a new job in a new company. If that is not the case, it is more correct to assume that ads are the mirror of all employees already employed in the organization, therefore ads include both current and/or potential future employees. This is due to current employees of the organization usually overseeing the design and creation of ads. Additionally, these ads are created with the intention to replace current employees so they are made with them in mind.

In order to understand how effective these job advertisements are, measuring criteria needs to be presented. Employment ads that are posted online can get easily measured through the click-through rate. The click-through rate (CTR) serves as a widely-used metric in online advertising and marketing, measuring the effectiveness of a specific ad or link in prompting clicks from viewers. Essentially, it shows the percentage of individuals who click on a given link or ad after they saw it. CTR holds significance as a key performance indicator for digital

marketers, enabling the evaluation of an ad or link's relevance and attractiveness to the intended audience (Maheswari, 2023). By showing the ratio between people that saw the advertisement and people that were still interested after seeing it, we can determine how appealing the ad is to the audience. Another metric is the conversion rate, which is the ratio between people that saw the ad and individuals who submitted their application. Both metrics can be used to determine if the ad is composed in the right way to attract the potential employees as well as if the company is reaching its desired target group of candidates. During the selection process and then after hiring an employee, the company can evaluate the quality of the candidates. This can be done qualitatively through the manager, or quantitatively through key performance indicators (KPIs) and retention rates of the employees. High employee's KPIs and high retention rate would signal that the employment ad as a communication tool for finding talent conveyed the desired message well and achieved its goal. Brand image and perception, however, are best measured by collecting feedback directly from potential employees that are familiar with the ad. Through feedback received by the targeted audience, the company can then determine whether the desired employer brand image is presented to them. Furthermore, it can serve as an opportunity to get information about which components of employer brand and EVP are important for the potential candidates and should be included or felt out of it.

## **4 RECRUITMENT ADVERTISING CHANNELS**

### **4.1 Recruitment strategies**

The core of every company is its workforce. Even though, the leadership of an organization is what distinguishes the top performers from the average, even the best leadership cannot succeed if it doesn't possess the best talent to realize their ideas. This is why it is very important for employers to have a good recruitment strategy integrated within their system, that allows them to identify, hire and retain the best talent (Leonard, 2023). Identification of the right talent is the thing that determines whether a company will succeed or lag behind the competition. To create a successful recruitment strategy, employer firstly has to understand what makes a good talent acquisition process (Ahmed, 2019).

Top employers fundamentally rely on the corporate brand, which the company possesses, as a primary inflow of job applications (Ahmed, 2019). People want to work for companies that are well renowned (have a well-established brand), because that boosts their own individual image. A well-developed brand is created through products or services, which the company offers and the reputation, which is attached to the company offerings. However, when it comes to newly emerging companies a problem arises of people not knowing their products, hence not knowing the reputation of that brand. Employers of newer companies tackle this challenge by providing a description/representation (usually on their websites) of what they offer (e.g., company's story, mission statement and vision of the company, and persuasive

arguments why people should be a part of the organizations' workforce/recommendations of existing employees) (Leonard, 2023) or by using recruitment agencies as the main source of their recruitment practices.

To complement the recruitment process with the desired top talent, the companies that stand out also use social media. This tactic is good for several reasons, such as: social media adds another channel of recruitment, it is a channel to answer uncertainties regarding the job position and lastly, the people that apply for a job through social media usually already follow the brand and like what it stands for, which means that they have similar internalized ideals (Leonard, 2023). Recruiting people from the talent pool that is already familiar with the goals of the company and has the same ideals internalized, means that there is a much larger possibility that that person is going to be a better fit for the company.

Employee referral programs is one of the most used recruitment strategies in any industry and that is due to its effectiveness and ease of use (Leonard, 2023). Generally, people hang out with people like themselves, which means that if a company has a successful group of employees that fit well in the organization, it is likely that their friends & close associates will also be a good fit. Referral is also a very low resource consuming recruitment strategy, which makes it so efficient and commonly used. A lot of employers realize this fact and try to boost those programs through various incentives for the people that refer another good fit talent for the company. There are many more recruitment strategies and effective ways of how top employers try to persuade potential candidates to be a part of their organization, but the one that stands out the most, due to its high yet unexplored potential, is online recruitment (Hussain, 2021).

Any company can recruit employees for a new position either from within the company's workforce or look for new employees outside the company. Internal recruitment methods or employing workforce from within the company for a new position, are practiced when an existing employee already possesses the job required qualification and competences (Azmy, 2018). In case of absence of such qualifications/competences from internal employees, companies have to employ new workforce through external recruitment channels (e.g., by advertising vacancy in a job position in the company) or by hiring a third party to do it for them (e.g., recruitment agencies). The degree of attraction of workforce from labour market to a certain advertised job vacancy, is usually determined by before mentioned employer brand/corporate reputation, compensation structure and opportunities for career development within the company.

If possible, it is more beneficial for a company to employ internal recruitment practices, as promoting existing company employees to new job positions signals opportunities for personal development and growth within the company (Hussain, 2021). In such a way a company can reduce their costs of (re)hiring new employees and achieve a long-term commitment from existing workforce (e.g., promotion together with remuneration bonus, boost in responsibilities and status; contribute to employees' willingness to contribute

towards company's growth). Promotions can also increase motivation to work towards company growth for employees who have not yet been promoted, as they see the possibility of growth within the company. Transfer is another type of internal recruitment method, where existing employees are transferred from one department/position/place to another within the company (Hussain, 2021). Such a shift can help make the company function more efficiently, especially if the employees is being relocated from over-staffed department to a less utilized one. Transfers also help with the creation of extra qualifications for employees.

When existing employees from an organization do not meet the required level of qualification and competences for a job position, a company must recruit externally. External recruitment methods include recruiting through third party such as recruitment agencies or employment consultants, online recruitment (e.g., recruiting on the internet, also using social media), job opening advertisements and educational institutions (Hussain, 2021). Companies advertising their own job vacancies is one of the oldest, most commonly used methods of external recruitment, and while it produces a rapid response of mostly sufficiently qualified applicants, it can be quite costly (Ahmed, 2019). It is usually easier (and less expensive) for companies to recruit internally (e.g., external recruitment efforts can produce a big number of applications which all have to be screened and evaluated), however job advertisements insure an increased level of interest in the company from the outside world/workforce (Hussain, 2021). A more modern approach for job opening advertising by employers is using online tools and recruitment methods. This approach helps tackle some of reoccurring bottlenecks and inconveniences/challenges in the recruitment process for both the recruiters as well as job applicants (e.g., simpler way of applying for a job for applicants, simplified application screening, tracking and job offering/rejecting for recruiters) (Hussain, 2021). Although external recruitment methods tend to be more costly than internal recruitment, they hold an advantages position in creating a bigger pool of (better qualified) job applicants (Ahmed, 2019).

## **4.2 Recruitment agencies**

As technological advancements change business practices every day, companies in every industry need to be able to adapt and change their processes frequently to stay competitive and meet every day demands of the public. Recruitment strategies/practices are not exempt from that fact. With the introduction of newer technologies (from a business perspective) such as the online world (e.g., different websites each dedicated to their own corporate webpage) and later, the establishment of social media into the business sphere, companies were met with numerous new potential channels of recruitment. In the last decade the recruitment channels, through which companies on-board new employees, have almost doubled. But newer doesn't always mean better, and as a matter of fact the newest recruitment strategies involving the online world and social media have proven most successful when integrated with the older, also known as "traditional recruitment strategies/channels". One of such traditional channels for recruitment are "recruitment

agencies” and they are the most widely used recruitment practice in the world (Okolie & Irabor, 2017).

#### 4.2.1 The basics of recruitment agencies operations

As recruitment agencies are considered an external recruitment activity, majority of the companies that don't have the resources/capacity (e.g., low budget, limited personnel, low turnover rates etc.) to dedicate towards in-house recruitment functions, opt for outsourcing those functions to external agencies (Okolie & Irabor, 2017). Such companies usually include smaller enterprises or in some cases small and medium enterprises (SMEs) to complement their own in-house recruitment practices in cases of employee shortages. The usage of online recruitment practices/methods is also less spread among SMEs than it is among the larger companies. The main advantage, which recruitment agencies can provide since integration of the web into the business world, is their global reach and being able to onboard potential employees internationally. Some, even larger organizations employ agency services purely due to this factor, as it is much easier for the agency (with its already well-established global network) to reach foreign workforce, than it is for (not so well) established organization of small or medium size (Abdullah et al., 2013).

The number of employment agencies is growing, and the range of services they provide varies depending on an agency and to what type/size of company they cater (Abdullah et al., 2013). Some companies for example only want to outsource the advertisement of job opportunities within their company, while others want their agency to provide a complete set of services regarding recruitment (e.g., checking references, identifying the needs of recruitment etc.). Recruitment agencies are also segregated based on specialty “product” that they offer to their clients. Some can choose to cater only to specific niche companies employing a very specific type of employee (Abdullah et al., 2013). For example, the middle level agencies usually only look to offer contract and payroll services, with temporary recruitment options of available potential senior executives (with great experience) looking for a job, or some other middle level managers. More niche-oriented agencies can also be called “the headhunters”. They usually only partner up with global, highly renowned companies or multinational conglomerates. That is because headhunters are considered some of the best big player agencies, which offer their clients (big multinational companies) top managing directors, CEOs, or CFOs.

As the number of recruitment channels through which companies can reach new potential job candidates, almost doubled in the past few years/a decade, so did the number recruitment methods for recruiting agencies. Nowadays one of the more important sources of information that recruitment agencies depend on, are still personal references and recommendations. However, social networks and online job boards grew in relevance so much that they cannot be overlooked in terms of relevancy (Devi, 2017). The main difference between headhunters and other lower-level recruitment agencies is that lower-level agencies usually already pose



a fairly large database of candidates, from which they can offer job candidates to companies looking for their services (Abdullah et al., 2013). Meanwhile headhunters normally offer top level employees such as CFOs or CEOs, which usually aren't actively seeking for a job (as they are more competent and more companies want them), so they contact those highly qualified individuals/employees directly. Some of the reasons for their success is good utilization of newer technologies. They don't look at disruptive (e.g., revolutionizing – such as introduction of social media back in the day) technology as threat, but instead they welcome it and treat it as an asset for their own personal improved candidate targeting gain (Devi, 2017).

#### 4.2.2 Functionality of recruitment agencies

The main purpose as to why most of the SMEs opt to employ recruitment agency services, is to make use of their advice and consultation regarding recruitment and decision making. The company using recruitment agency services, usually dedicates its HR department to lead all the communications with the agency, as the main purpose of those agencies is to make the Human Resource Managers' life easier. There are several payment schemes that agencies can use as a fee for their service (e.g., providing job seekers) (Abdullah et al., 2013). The more successful ones normally only charge their main clients – employers. Some employment agencies use a payment scheme where they charge a fee for their service to the job seekers that applied to the agency looking for work. The main reason for choosing such a scheme is to break even the costs of the agency and to create a steady stream of revenue. The last payment scheme involves charging both the employers as well as agency applied job seeker. The fee that the clients pay to recruitment agencies can also be structured in various ways, depending on the occupied job position of the job seeker provided by the agency, the salary he is paid, time of employment and other arrangements between a company and recruitment agency (Abdullah et al., 2013).

The most fundamental understanding of what recruitment agencies do is that they try to match the job openings that arise, to the best suited qualifications and skills of job candidates in the agency database. The matching is done based on the information in Curriculum Vitae (CV) that the applicants submit when applying to the agency. New CVs are also being scraped from online job boards. Those CVs together with the ones gathered from the database, are checked against the list of job opportunities provided by the agency clients-employers (Devi, 2017). Recruitment agencies can also be thought of as an intermediary between employers and potential employees, as they are usually the ones transferring all the information between the two parties. As recruitment agencies are normally known of being experts in their local markets there is certain level of expectations that they must meet (Abdullah et al., 2013). Good agencies take time to ensure the candidate has the right qualifications for that job. Underqualified candidates can easily get rejected by the employers and usually this ends up weakening agency relationship with their clients, as

agencies are meant to save time on selection and recruitment process, but applying underqualified candidates to a certain job does the opposite (Devi, 2017).

A crucial point of differentiation between recruitment agencies, are the costs of outsourcing one (Abdullah et al., 2013). Costs can be broken down into 2 segments; the markup for agency provided services, and additional costs for special services provided. The base markup represents the nominal fee charged to an employer/client (e.g., covering overhead costs, profit margin and benefits; normally at 50% base salary/fee). Meanwhile special services fee covers the costs of all the services performed additionally to the initially agreed upon ones (agreement between agency and their client-employer), such as agency allowing clients to hire their temporary employees as permanent ones etc.

#### 4.2.3 Advantages and disadvantages of recruitment agencies

There are several main advantages, which recruitment agencies offer, that explain why a lot of companies in various industries opt to employ their recruitment and selection services. First and foremost, recruitment agencies are considered to have vast knowledge of job markets, their current and future needs (Abdullah et al., 2013). Because of such integration of knowledge, they are considered as experts in that field and often can perform selection and recruitment services at higher level of effectiveness than an average company on their own. Hence majority of SMEs choose to outsource those activities instead of having their own in-house department. Agencies can also use their knowledge to provide feedback and advice in the fields of promotion and application (Devi, 2017). Each individual established agency is an expert in their own niche(s) and usually specialized and adapted to their own industry job market that they cover. Being experts in their field, recruitment agencies possess array of capabilities in resource management and strategic skills (Devi, 2017). The extensive network of connections that recruitment agencies possess within various organizations, are one of their key advantages, as they can offer certain job opportunities, which outside of those recruitment organizations, are not accessible (Abdullah et al., 2013).

There are also some limitations to outsourcing recruitment and selection to agencies. The first disadvantage is related to employee preferences and priorities. As most successful recruitment agencies follow a payment scheme of only charging for service to their clients-employers (e.g., they are hired by other companies/employers), it means that they will primarily follow their wishes and directives (Devi, 2017). This can result as an inconvenience for some agency candidates, as they could feel that their perspectives and priorities were not met. Another point of limitation can be organizational culture of an employer. If an agency isn't allowed to work closely enough with their client, it can result in inconsistency between candidate employee and job position in the company. This can hurt the productivity and relationships between employees in the employer's company (Devi, 2017). Additional cause of ill-mannered relationship between current employees and newly recruited candidate, which is closely related to the previous point of cultural incompatibility,

is a mismatch of new hire (e.g., for other reasons than culture). Not only can it jeopardize current relationships in the workplace, but it can also imbalance the integrity of the work, which could result in a drop of overall quality of the company and its outputs. All those disadvantages and limitations of recruitment agencies can become substantially worse with improper communication (Devi, 2017).

### **4.3 Online recruitment**

Company websites are slowly becoming one of the key tools used for recruitment of one's workforce, at least for the larger enterprises. The success of online tools for recruitment comes down to their efficiency in attracting and selecting the main pool of labour today and that is Millennials, with Gen Z generation close behind. The main purpose of employing online recruitment tools for employers is to drive down the costs of overall recruitment process, meanwhile increasing its productivity (Okolie & Irabor, 2017). The basic idea here is that e-recruitment attracts a larger pool of potential candidates and therefore it reduces the recruitment costs through achieving economies of scale. The productivity is increased through smoothened selection process of job candidates, as everything is done online in real-time for all organizational members to see and giving them the possibility to contribute. As younger generations are more technologically acquainted and spend bigger proportion of their life on the internet, they are more likely to respond to the organizational online efforts. Organizations capitalized on this opportunity and increasingly shift their focus every year from traditional methods of recruitment to online recruitment and selection.

One of the reasons why e-recruitment is so attractive to recruiters, is that it includes tracking of job applicants, their status and any previous or ongoing employments by them (Okolie & Irabor, 2017). The second reason advocating for e-recruitment is the use and benefits of employer/corporate websites. Employers can also use corporate websites to better advertise and provide detailed information about the open job opportunities. Job portals are another field of e-recruitment, and they are somewhat similar to corporate websites in regard to carrying information about open job opportunities. They are mainly hosted by third parties, and they hold employer and agency issued job advertisements (Okolie & Irabor, 2017). Several most popular job portals in Slovenia include Optimus, MojeDelo.com and e-Študentski Servis (eng. e-Student Service). Among those, e-Student Service specifically caters to the student population of the country as it is the biggest provider of student jobs in Slovenia (e-Študentski Servis, n.d.). The fourth reason why e-recruitment is so attractive, is that it opens up a possibility of online testing. The last reason is social networking (e.g., social media) and the benefits attached to that.

#### **4.3.1 Advantages of online recruitment**

The first and the most impactful advantage of online recruitment and selection process, is that it generally, if utilized successfully, lowers the overall recruitment costs of an

organization (Arman, 2023). A simple indicator of that is comparing the cost of an organization putting up a job opportunity/opening on their website, compared to using designated recruitment sites. The first is insignificant compared to the latter, especially if the recruitment site has a wide reach of audience (e.g., costs of using recruitment sites to advertise job openings depend on the reach of individual recruitment site). This comparison combined with the economies of scale achieved by using the internet should be enough of an evidence of cost savings through online recruitment and selection, as well as (cost saving) to lost productivity as a result of potential unfilled positions. Cost savings are also noticeable in the reduction of administrative burden/costs as well (Okolie & Irabor, 2017).

Online recruitment also allows for quicker and shorter recruitment cycles. Shorter cycles of recruitment are enabled through automation and streamlining of the recruitment process to make it faster. For recruiters, shortlisting the abundance of applications (e.g., the candidate pool is also a lot bigger online) based on their skills, qualifications, experiences etc. is very important (e.g., to save time and immediately get rid of applicants who are not viable for a job) and possible though the use of resume scanners (Okolie & Irabor, 2017). Some examples of online tools include video interviews, questionnaires, or psychometric tests. While they still cannot fully replace some traditional methods of recruiting, online tools & recruitment can be a good supplement to standard recruitment practices, as it can complement/replace the earlier stages of recruitment process and provide a wider and more qualified pool of job candidates (e.g., makes the international recruitment process more manageable).

The reason why online recruitment drives more qualified candidates is because people who apply online are generally more educated, more used to newer technology and on average younger, although lately also more of the older generations who aren't that computer-savvy, have started to use online job applications as well. Applying through a company's website can also mean that those applicants are more invested in the company (e.g., they did some research at least of the company's website in order to come to the application form) and are generally more open to change with the fast-evolving technological world (Arman, 2023).

Online recruitment can also be viewed as more up to date than the traditional recruitment, as the company website can be constantly updated with ease when any novelty presents itself, contributing also to the organizational adaptability and innovative image, meanwhile traditional recruitment techniques respond slower to change. The online world allows for segmentation of its vast pool of audiences, which means that companies can divide their potential applicants into specific niches (e.g., the division can be based on questionnaire, which has to be filled out during the application process) depending on the job requirements and can target the exact people they need (Arman, 2023). If the company doesn't have the resources to invest into such a process, there is also the possibility of accessing niche specific websites from which an organization can recruit. And finally, online recruitment and selection is a way for employers to reach even the highly qualified passive jobseekers who aren't actively engaged in search for job opportunities. This segment usually yields the best

performance results, and it is the most actively targeted candidate group by companies online.

#### 4.3.2 Disadvantages of online recruitment

Since online recruitment is a newer method compared to traditional recruiting, there can also be some shortcoming regarding this strategy. The first disadvantage is that it cannot just be put together and implemented as one part of corporate website, but rather it must be implemented as a part of an integrated recruitment process. This means that all the existing employees, or at least all the personnel involved in recruitment process – recruiters, must be familiar with the tools involved in online recruitment and selection (e.g., those IT tools include CV screening mechanism, search engines, potential candidate databases etc.) (Arman, 2023).

Another thing is that the internet still isn't the primary source/method of recruitment. Majority of people who are actively seeking for a job, do so through traditional methods. To add to that, there is almost no company that solely relies on online recruitment and selection. It turns out that online recruitment is the most effective as complementary strategy to traditional recruitment and cannot be relied upon as the only source of job candidates (Arman, 2023).

Furthermore, a lot of employers claim that this type of recruitment is not suited for employing highly qualified workforce to occupy very specialized professional positions in the company (Arman, 2023). When it comes to higher ranking positions within the company, such as managerial positions or specialized professional positions, companies usually cannot afford to make a mistake in assessing the persons competence purely online. This is why those positions still require a more traditional approach to recruiting, meeting the potential candidates in person and determine whether they would be a good fit to company culture (e.g., in case of LinkedIn which is mostly used for employing people for middle level managerial positions, the e-recruitment technique is still only complementary to traditional ones – the recruitment process isn't completely isolated online) (Arman, 2023).

E-recruitment can also present a challenge for recruiters when it comes to “Fake profiles” of applicants, or those applicants presenting certain aspects of themselves using “white lies” (e.g., giving false information of their capabilities) to stand out and appear more appealing to an employer. Virtual recruiting can feel impersonal for job seekers especially if their application gets rejected through automated processes. Sometimes there can be no response from employers at all, which can be frustrating for candidates as they are stuck wondering whether they should focus harder on other job opportunities (Okolie & Irabor, 2017).

In some cases, within certain industries, e-recruitment is just not a suitable way to onboard new workforce, as traditional methods are prevalent for specific workforce/job types (e.g., jobseekers with limited access to the internet). The thing for a company to consider when

choosing whether to opt for online recruitment, is if the company is well established and known within the community (Arman, 2023). Usually bigger and well-known companies know that they will drive enough traffic to their website for this strategy to be successful, however smaller organizations usually still choose job boards or online recruitment advertising companies/agencies over managing their own website, as they know that these methods will surely provide better results and be more effective and efficient for their use of resources.

Last thing to mention as a disadvantage of online recruitment is, that it's just another process, which requires the delegation of extra effort of recruiters (Okolie & Irabor, 2017). With the implementation of online recruitment in the company, it is safe to say that this will open at least one or two job positions immediately in the company just to manage this process, and if the company doesn't have the resources or people to delegate to that job, it is better to stick to traditional methods or outsource other agencies to manage the process for them.

#### **4.4 Corporate websites**

As the term "online recruitment" involves several methods of recruiting workforce online (e.g., through organizational websites, social media, online recruitment agencies etc.) it is important to note that corporate websites are the most standardized (e.g., they work for any industry) and the most effective way of onboarding new workforce, out of all online recruitment techniques. This is because they provide an organization with the possibility to inform any potential candidates about various aspects of the organization he/she should be familiar with, before applying for a job. Also, it can deliver to those candidates the necessary job description and such websites are usually a way by which jobseekers obtain information about their potential future employees (Egerová & Eger, 2017).

To compare organizational websites with other (online) recruitment methods such as niche job sites or even traditional techniques (e.g., job boards), organizational websites present an advantage over the others in form of the amount of information transfer between employer and employee (e.g., company website allows for more information to be exchanged between parties) and costs occurred (e.g., company websites are usually less costly) (Okolie & Irabor, 2017). Employers also have the possibility of better advertising their organization and jobs through corporate websites. While job boards/sites usually only use job descriptions and some additional descriptive material to promote a job opening, company websites have the possibility to include other design related features in the job advertisements/organizational promotion as well (e.g., animations, images, video related content, sound etc.) (Egerová & Eger, 2017). This means that through organizational website, employers can come closer to potential applicants, they can make their interactions more personal, more informative and instantaneous, and overall, such websites provide an opportunity for a richer and more dynamic environment filled with meaningful content, to potential candidates and general public who want to learn more about the company (Egerová & Eger, 2017). There are three

crucial factors that come into play when creating the “perfect” corporate website, which will attract a lot of traffic and be effective at its intended purpose. Those factors are websites aesthetics, its usability and the right target audience of the website (Arman, 2023; Egerová & Eger, 2017).

#### 4.4.1 Aesthetics of corporate websites

The term “aesthetics” of a company website refers to features the recruiters use on homepages in order to draw people in and initiate collection of information from/interaction with a website (Arman, 2023). Such features include everything from colours used on the homepage and consecutive pages, consistency of colours throughout entire webpage, (writing, readability and attraction of the) font used, text being supported (either for useful or attractive purposes) by properly sized/edited pictures, with both text and pictures being of high resolution, and lastly, proper usage of white space on the website. To put it into methodological perspective, aesthetics of a corporate website are tools/features that are used by recruiters in order to produce preliminary affective response/reaction in website audience and awaken their motivational processes towards further engagement with employers’ website (Arman, 2023).

There are several reasons why aesthetic features are important for organizational websites. One of the reasons for their importance is the sheer number of organizational websites that are available to the public. An organization wants to stand out from their competition, which is why it needs to make its website aesthetically pleasing and unique for the audience. And the main reason for advocating aesthetics is the cognitive perception of the general public or rather the lack of it (Okolie & Irabor, 2017). From all the different points of influence and various aspects of website aesthetics it is logical to separate them into several sub-divisions. Those sub-divisions cover general aesthetics, perceived attractiveness, website quality, aesthetic features, and personalness (Arman, 2023). The last division refers to the natural feel of the company based on its website. It basically determines how comfortable potential candidates feel when browsing and interacting with the corporate website of a company, and how friendly it presents itself through aesthetic features. The website quality sub-division touches upon the overall rating of organizational websites.

#### 4.4.2 Corporate websites’ usability

Usability of a corporate website determines how easy it is for the website audience (e.g., jobseekers) to achieve their predetermined objectives on an organizational site (Arman, 2023). If a website is determined to have good usability it basically means that job candidates can easily acquire useful information from such a website and use this information to acquire their desired goal. Characteristics that are related to websites’ usability also influence the attraction of the audience towards the website and the company itself (Egerová & Eger, 2017). Comparing the usability of a website to its aesthetics, the aesthetics are used for

primary reaction of affect in website audience and motivation for further interaction with the website (e.g., it entices the candidates to start processing website information) as mentioned in the previous chapter. While usability characteristics (e.g., availability of useful information) are the ones that influence jobseekers' long-term attention and engagement (Arman, 2023). One of characteristics related to usability is structure of a website. For a website to be structured well, users must be able to find the information they are looking for with ease and navigating through the organizational website should be self-explanatory (Egerová & Eger, 2017). As navigation through a corporate website is the biggest part of its usability characteristics, website usability can be also referred to as (e.g., conceptualized) website navigability (Arman, 2023).

#### 4.4.3 Target audience of corporate websites

Organizational websites can separate and target distinct groups of people (e.g., qualified pool of applicants) with a differently constructed message/content promoting an opening to a new job opportunity (Egerová & Eger, 2017). Such segmentation of applicant talent pool is very beneficial for organizations, as partially customizable content has a positive influence on the perception of job seekers towards an organization and the advertised job position. This means that a company must have a clearly defined and segmented list of their target audiences, even before they design their corporate website, in order to create the content in such a way that it is both appealing and attracts the right group of people. Segmentation of the audience pool (e.g., job candidates) usually follows the criteria in differences of their job knowledge, behaviour, and motivations (Egerová & Eger, 2017). The only websites to succeed in their online recruitment strategies are the ones that post their relevant content in interactive and vivid manner, and at the same time direct such content to well segmented job candidate groups. For those groups to be segmented well it usually means that there is also differentiation based on the generation of job candidates. Such segmentation is crucial because different generations assign different key attributes towards their ideal/targeted employer, and they expect different things from them. Characteristics of two main generation groups (i.e., Millennials and Gen Z) targeted for employment today were mentioned in the previous chapter – 2.2 Characteristics of younger generations in connection to job seeking.

### 4.5 Social media platforms

With the ever-evolving business environment, the problem of traditional recruiting strategies (such as employment fairs or job boards) is that they have become too inefficient in achieving their intended task. The job market is in some cases over-supplied, which might be weird to hear, since we also know that one of the main problems the companies are face with today, is talent gap (lack of workforce that possesses the skills required for a job) (Koch et al., 2018). The inefficiencies stem out of the nature of posting open job advertisements on either corporate websites or more traditional popular media (e.g., not social media). Those



ads only target the active part of the job-seeking population, which means that there is a large part of the potential applicant pool, which is left out untargeted. By utilizing the nature of existence of social media platforms, companies can also target the passive, and partly passive part of the potential applicant pool with recruitment advertisements, thereby achieving the full coverage of job-seeking candidate pool (Eseryel et al., 2020). Results of a research have also presented that the use of unconventional methods of recruitment, such as using social media platforms, can yield better results in shape of better job applicants that are reached at a lower of cost and faster compared to using traditional methods of recruitment. LinkedIn has also been associated with one of the better tools to use when wanting to reach passive job candidates (Koch et al., 2018). On top of all that, traditional methods consume much more of the company's resources than freely accessed social media does. In many cases, the use of social media as a tool for recruitment has even proven more fruitful in terms of its ability to reach a more targeted talent pool (Madia, 2011).

#### 4.5.1 The essence of social media

Social media stands on 4 main motivational factors, which govern its use. They are summed up by connecting, creating, consuming and controlling its user base (Koch et al., 2018). To define social media recruiting, it is using all the instruments that the platform has at its disposal, not only to recruit the talent but also to inform, communicate and engage with potential candidates as well (Wazed & Ng, 2015). Since it's not only about recruiting, but also about engaging with the talent, employers don't just simply post recruitment ads online. Meanwhile traditional mass media only focuses on relying certain relevant information, social networking sites also include the possibility of interactions with the audiences to whom relevant information was broadcasted (Eseryel et al., 2020). The importance of social media recruiting is stressed also on information transfer between employer and potential candidate. The key is to engage employee prospects in a proactive way leading to their employment through social media sites. One very good example of successful engagement (and not simply recruiting) over a social media site is provided by Volkswagen, Canada. To sum up, they created a responsive fan base (e.g., the "fans" bought products from the brand they were following – Volkswagen) that was founded on an engaging Fan page (Wazed & Ng, 2015). The same practice can be applied to recruiting on social media (e.g., by creating an engaging fan base).

Social media platforms, if used correctly, are a way for companies to gain a competitive advantage over others in the industry in so many ways (Eseryel et al., 2020). HR departments of companies can utilize the use of those channels in their recruitment, to achieve an optimal recruitment mix. Social media platforms provide a systematic advantage when choosing potential candidates for a job, because they can complement traditional methods in a way to reach a more differentiated demographic in organizations' workforce. What separates the top performers in regard to social media usage from the others, is utilizing several business areas within its sphere instead of just one (e.g., showcasing the brand). Top employers

integrate their recruitment tactics together with other activities being practiced on the platform such as customer & public relations, marketing and communications. The results of successful use of such interconnected methods are good publicity through the media channels, better hiring and positioning, and increased relevance of the company (Madia, 2011).

#### 4.5.2 Choosing the right social media platforms

LinkedIn is considered primarily as a channel for public business persona (the reason why the platform was created) of a younger working generation with most of its users (e.g., 47,3%) being between 25-34 years old and only 3,3% of users being 55+ years old (Dixon, 2025). Meanwhile Facebook and X (formerly Twitter), primarily weren't created on the notion of business, but rather as a personal private channel where people would share their everyday life pictures and thoughts. Demographic on those 2 channels is also a bit older with 26,7% of X (formerly Twitter) population being 35 years old or older (Dixon, 2024b) (compared to the same age interval on LinkedIn which covers only 24% of the user base) and Facebook having 45,9% of users on the same age interval (Dixon, 2024a). They both also have quite a significant margin of younger users that usually aren't considered for desired (they are usually not labelled as highly qualified workforce) employment purposes (e.g., X has 36,6% of users aged 24 or less and Facebook has 23% of same age interval population) (Dixon, 2024b; Dixon, 2024a). Although LinkedIn holds a 28,7% of population aged between 18-24 years (Dixon, 2025), its users usually make the account for the sole purpose of employment and looking for job related content. They usually have some work experience as well or are better qualified than the same age demographic on other social media platform (where users mostly create accounts for personal/private reasons – not business).

Social media recruitment initiatives, no matter which channel is considered the most optimal one, are still being done over multiple platforms. However, the way recruitment is approached on each channel differs by nature of advertising. Recruiters normally use more personal channels such as X (formerly Twitter) and Facebook to spread the good word around the audience about their employer brand (Eseryel et al., 2020). In such a way, they create a source of referrals from people that like and follow the organization's content. On the other hand, the more professionally oriented platforms such as LinkedIn, are used by recruiters mainly to advertise their job openings and opportunities, and to also continue the subsequent steps in the recruitment process (e.g., looking for candidates, approaching and screening them, interpreting the candidates' fit for a job etc.) (Bondar, 2023). The heavier investment into recruitment process and job advertising via LinkedIn comes down to more informative employment background of job applicants, as well as their years of experience and education history (e.g., the insights which the platform provides opposed to Facebook/X). The survey data also shows that when comparing recruitment initiatives of social media platforms, 79% of employers have stated that they have onboarded an applicant

from LinkedIn (Koch et al., 2018). This compared to success rates of other platforms such as Facebook (e.g., 26% of employers placed a candidate through that platform) and X (e.g., only 14% of employers onboarded via this channel) makes other channels look insignificant, but some recruitment is done over those channels nonetheless.

By now already up to 93% of recruiters support their recruitment efforts through social media platforms (Koch et al., 2018). But there are also other reasons why recruiters use those channels, one of them being a source of paid advertisements for job openings. About half of all recruiters use those platforms for the mentioned purpose, whereas another good third of all recruiters (e.g., around 37%) utilize either targeted social media platforms, which give them the ability to promote open organizational positions for free, or they share such openings in tweets or alerts. Number of employers that share regular updates related to their organization via social media and in such a way build a database of their fanbase, is growing every year. The reason behind this is that this database can be a consistent way of getting new prospective job applicants on a regular basis as well as a way for the company to grow.

#### 4.5.3 Advantages and disadvantages of using social media for recruitment

Some advantages that social media presents for the recruiters include the fundamentals of existence of social media and that is – the limitless connections among large pool of users (Koch et al., 2018). Recruiters in different companies are presented with a unique opportunity to use social media platforms and inform its users in real-time about certain job opportunities, developments in the company or just some interesting facts or standpoints that the company wants to make. The capacity of real-time information also allows the employers using social media platforms, to quickly respond to users' technical difficulties or to better explain the required qualifications to apply to certain job opportunity. The result of such quick response rate of social media platforms is usually immediate action from applicants, due to instant gratification which they receive from recruiters (Arman, 2023).

Social media also gives employers the ability to gather information from profiles of job candidates, about their background and see if they are eligible for a job (e.g., information such as applicants career path or their education). In case the recruiter has a specific niche within a group of people or even a specific candidate in mind, social networking sides also allow for a direct targeting of that niche or specific candidate, by contacting them and trying to build long-lasting relationship (Arman, 2023). Sites such as Facebook and LinkedIn all possess filtering tools that can help recruiters as well as job candidates find the right fit for their qualifications and desires (Bondar, 2023). On top of that those platforms have even become hubs, where the initial screening process (gathering of information) is done by both job candidates as well as recruiters, to determine the appropriateness of the candidate for the job/company. Lastly, as social media is so widespread in use, companies have grabbed the opportunity to use that to their advantage and promote their employer branding to both existing as well as potential workforce, in addition to the cost-efficiency, and fast recruitment

and selection process – especially of a younger workforce (as it is more present on social media compared to older generations) - that those channels offer (Arman, 2023).

One disadvantage of using social media for recruitment is the abuse of those platforms to create biased opinions towards the other party (Arman, 2023). This can be practiced by both applicants as well as recruiters, where one party gathers information about the other from social media and forms a certain attitude towards them, based on what was posted on their social media profile. There are also some ethical concerns connected to gathering private information about people through social media and making judgment based on that information, whether they are fit for the job (Okolie & Irabor, 2017). However, most of the companies choose to ignore those issues and act on them or share such private data among other recruiters non the less.

Another problem with social media recruitment and prejudice attached to it, is racial profiling and lack of diversity. While on one hand it is argued that recruiting through social media can boost the diversity within the company (e.g., due to sheer scope of diverse groups on social media), this can be hindered when recruiters' selection preferences come into play. Recruiters can choose to interview only the like-minded social media applicants (e.g., opinion of the like-mindedness is drawn up from applicants' social media profile), which reduces the diversity in organizational culture (Arman, 2023). With all the advantages and disadvantages out of the way, due to the issues of real vs fake/tempered profiles and biased opinions of recruiters, social media recruitment should always be followed by an interview or some other method where a company could do a background check on job applicants and remove the predisposed bias from preliminary screening of social media profiles (Koch et al., 2018).

#### 4.5.4 Steps in recruiting through social media

Employers who practice recruitment through social media, firstly develop their brand awareness (Jorgensen, 2023). This is done by attracting attention to their company page (on a social media platform), through activities such as posting memes (e.g., funny content), articles or interacting (e.g., liking, commenting) with other profiles on social media platform; on a regular basis, in order to stimulate activity on the company page and drive more traffic (people) to it. A company page with a lot of traffic means that the company has built itself a strong online brand presence, which is the foundation upon which recruitment through social media is built (Okolie & Irabor, 2017). However, strong online brand awareness/presence isn't only important for recruitment, but for competitiveness (and with-it profitability) as well. Research was made where the results show that stronger brands can outperform their competition by up to 96%, which is reflected by their returns to shareholders (Jorgensen, 2023). Strong online brand presence isn't only determined by the amount of traffic it generates on its company page, but also by other determinants as well such as employee interactions, potential candidate engagement or customers clicks/likes on a specific job post,

on a regular basis. The less successful companies, regarding the online brand presence, usually suffer from low engagement, due to factors such as posting irrelevant/useless content. Better performers create content in a way that is informative, interesting and it provides value in a certain area of business expertise.

Another thing for employers to consider with social media recruiting is how to engage job candidates (Wazed & Ng, 2015). The main objective of social media platforms is to streamline all the potential employees from the platforms and to the company website, where the application process continues (or in the case of LinkedIn make the application process short and simple right on the platform) as seamlessly as possible. This means that it is of crucial importance that company's original recruitment site has the capabilities/capacities to handle bigger influxes of job applications.

With social media recruitment techniques, a certain degree of importance is stressed at what kind of interactions and relationships employees have with others. Employees must be encouraged to build their own brand also called "individual brand" (Jorgensen, 2023). They allow employers to form connections with potential employees, which aren't just based on some bureaucratic procedures, but instead are more personal and last longer. The best example of a platform where this is being done in practice is LinkedIn (Bondar, 2023). The main purpose of the platform revolves around job postings and conducting one-self in a professional/work-related way. Research shows that also most of the younger population (e.g., with advanced or bachelor's degree), who are just entering the labour market, have picked up LinkedIn - about 51% (Jorgensen, 2023). This means that the platform can be used not only to get workforce from already established employee base, but also to draw talent from newly established, younger talent pool. Some, better practices of recruitment also have recruiters sharing information about new job postings from their own private profile, instead of only using the company one, which again adds to the personalized touch, and it also broadens the outreach (Evertz et al., 2019).

Everything a company does on a social media platform along with interactions of its employee base, makes up their online brand presence (Madia, 2011). This presence then determines the amount of (online) engagement the company has from community within the industry. Engagement is an essential part when it comes to recruitment (through social media) because it determines the amount of interest people have in the company (Wazed & Ng, 2015). That is not only important for current job seekers, but also for already employed talent. Strong engagement can persuade already employed people to switch from their current employer and become job applicants for the company with strong online engagement. Best practices (leading companies in social media recruiting) utilize their online resources and engage with specific important members within the industry (also known as influencers) either through liking/commenting/sharing content on their posts and with it, drive up their engagement. Some also increase their brand value and strengthen their ties within the community, by hosting virtual networking events (Jorgensen, 2023). All in all, companies that effectively navigate through social media platforms and manage their

brand presence & engagement well, are enjoying high yielding results in a form of continuous pipeline of applicants, which helps them combat one of the biggest problems companies are face with today, and that is talent gap.

#### 4.5.5 Results of (not) using social media for recruitment

The most relevant results of using social media as a part of company's recruiting strategy, are shown in a form of percentage increase in applications of job candidates (Koch et al., 2018). If a company is doing a good job on social media platforms it will usually be shown through an increase in referrals. And a significant increase in referrals can only be assigned to companies that are managing multiple networks at the same time. This is called an integrated networking strategy or in plain words "networking the networks" (Madia, 2011). With this strategy a pipeline is provided, which reaches the talent across communities (each platform has many communities, and this strategy can target specific talent pool within each of the communities across multiple platforms – networks). Top employers have an HR department dedicated towards gathering information from targeted talent pool (e.g., niche communities, blog groups etc.), so that they can create job advertising content in a way, that the target group would reach out to the company for employment on its own. And not only that, but they can also tap into specific knowledge of the targeted group that would attract more qualified candidates.

Some companies still prefer to do things in a more traditional, offline way, but the problem with that in today's environment is that they risk being left behind. Firstly, companies only presented their offerings and stories online, but slowly more and more business aspects are being integrated into online and social media world, with more and more generations following this trend (Okolie & Irabor, 2017). Today's environment poses a significant risk involved with a company that chooses not to participate in the social media recruiting space and that is mainly due to a big increase in (traditional) recruiting costs and the tightening of recruiting budget (Madia, 2011) – which comes down to the talent gap, a phenomenon many companies are faced with today. Social media recruiting presents a way to cut down on those recruiting costs and get better results at the same time (Koch et al., 2018).

#### 4.6 LinkedIn – professional social media platform

LinkedIn, compared to its counterparts like Facebook and Twitter, holds the dominant role in recruitment initiatives, even though other social media platforms have a bigger user base (Eseryel et al., 2020). This is because LinkedIn is more popular in use as a recruitment channel due to its effectiveness. To assess job advertisements (e.g., their effectiveness) posted on LinkedIn, opposed to the ones posted on Facebook and Twitter, LinkedIn gets more traffic on job vacancy ads than both other two platforms combined. This hand in hand with the double number of applications on each job ad from potential candidates, make the platform the most desired social media platform to employ for recruitment purposes. Most

of employers that use social media for the purposes of recruiting their workforce also stated that LinkedIn is their channel of preference (e.g., 95% of employers), meanwhile around two thirds of employers asked use Facebook (e.g., 66% of employers) and only half of them use X (formerly Twitter) (e.g., 52% of employers) (Koch et al., 2018). The success of LinkedIn comes down to tight connections between recruitment and staffing industry on the platform itself. Whereas some might think that recruitment via LinkedIn is done only for lower-level positions in the company, they would be mistaken (e.g., only 8% of recruitment refers to entry level positions), as most of the recruitment initiatives done on that platform are for senior management positions and middle level managers (e.g., 87% of recruitment done for senior manager positions and 80% for middle level managers respectfully) (Koch et al., 2018). The exclusivity in business use and forming connections in professional sense, is also what makes LinkedIn the most desired platform used for sourcing talent. Other platforms also integrate dimensions of everyday private life, where sometimes the business aspect isn't desired and therefore the sourcing initiatives might be less successful.

Like with all the other social networking sites, one of the main benefits that LinkedIn offers to employers regarding recruitment is interactivity. This means that employers can use the platform to communicate with potential candidates or some other parties (e.g., a tool for multi-party communication and interaction) and act upon what was communicated (Bondar, 2023). There are also varying levels of influence between two or more parties in communication, depending on the strength of the match (e.g., relationship) between the parties. LinkedIn was primarily established for reasons of "making worlds highly qualified talent better in terms of success and productivity, by connecting it" (Eseryel et al., 2020).

There are over 58 million companies registered on LinkedIn (Bondar, 2023) and each of them utilizes the benefits presented by the platform in the business spectrum (e.g., highlighting their brand(s), advertising products and services, share information, promote jobs etc.). The main goal for companies is to use their company Page and build a following base for their organization (Koch et al., 2018). This is achieved by convincing people to "follow" their company page, whereby companies can then automatically update those followers on any recent developments in the company and interact with them by "liking" each other's content (e.g., likes can be measured as type of a feedback) (Jorgensen, 2023). Through such interactions the company can significantly increase the reach of their message, because LinkedIn shares the content that was liked by one person to the newsfeed of each of their followers (e.g., through the entirety of that person's social network), which is why having a big following base is so vital to companies (Eseryel et al., 2020). This following base can then further be utilized in their recruitment efforts, as people who follow a company are usually more committed to its cause and they make up for better employees.

#### 4.6.1 Recruitment advertising through employer branding using LinkedIn

Employer branding can be used in various ways and through different channels, concerning recruitment advertising (Lybrand & Dewar, 2023). Companies have been (mainly) using LinkedIn, as an integrated part of their employer branding strategy (Jorgensen, 2023). A big proportion of their outreach (for recruitment advertising) is focused on LinkedIn, with the main reason being its significant potential for efficient job postings. It is said that up to 90% of users of this social media platform are open to new opportunities, such as new job position postings (Lybrand & Dewar, 2023).

When using LinkedIn for advertising for recruitment, employers integrate their employer branding strategy within the company website itself (and not only include it in job postings) (Leonard, 2023). The most basic elements included in a company page are usually a career page, commitments, and workplace policies (Lybrand & Dewar, 2023). A career page is not only used for introduction of company leadership and to share employee references & recommendations, but also as a platform for company to use and share relevant updates, news and other features of employer brand. A commitments section of a company page is used for sharing a company's social impact and environmental sustainability. Employers use it to showcase career growth opportunities within the company (integrated with lifelong learning), present their value of work-to-life balance and mostly to spread awareness of inclusion, equity, diversity and other organizational values within the company. Lastly, to share the organizational guidelines, employers use workplace policies. An example of the most recent significant and relevant workplace policy postings (which varied from company to company) is concerning the vaccination for COVID-19. Information about the type of work environment demanded by the company, is also posted in this section (e.g., onsite, remote or hybrid work) as well as in some cases, the benefits of the workplace (Lybrand & Dewar, 2023).

Going beyond the basic elements of a company's LinkedIn presence, one can usually find that a company has commented or interacted with a certain post. Some employers even encourage their employees to engage within the social media platform in form of joining certain groups or posting relevant blogs/articles (Jorgensen, 2023). This way companies grow their employer brand and presence and increase their chances to share their (job) posts to more relevant audience/potential employees (Koch et al., 2018). The more effective organizations when it comes to recruitment advertising through LinkedIn, incentivize employees to share through their profile open position postings, as those ads get a much larger audience rate, compared to the typical company issued job posting. The main issue concerning the talent shortage is the ever faster changing work environment and the skills required for it. Compared to 10 years ago, the required skill set to do a certain job has shifted for about 25%, and it is expected to change for the double the amount in the next 3 years (Lybrand & Dewar, 2023). This is why an increasing number of organizations have resorted to being creative with their employer branding, by expanding its strategy and its presence to social media platforms (such as LinkedIn).



#### 4.6.2 Attributes of recruitment messages of LinkedIn

There are two attributes of incredible importance when constructing content intended for recruitment messaging purposes. When it comes to attracting potential candidates via recruitment messages, the “form and the “function” of the message content both dictate the number of participants that will apply to a particular recruitment ad (Eseryel et al., 2020).

The recruitment message contents’ form relates to the attraction part of employers’ recruitment initiative (Koch et al., 2018). Via the form of a message, employers can manage to sway candidates into reading the content of the message. This means recruiters have to put in extra effort to create and modify their message forms in a way that they are presented vividly enough for job seekers to consider applying to that, particular recruitment message (Eseryel et al., 2020). The same kind of influence is also transmitted on the company’s offerings (e.g., products or/and services) (Lybrand & Dewar, 2023). The use of pictures, videos, audio files, animations or even just colours (e.g., elements related to the form of a message) in a recruitment message positively correlates with the attractiveness of the company and its employer.

When looking from the aspect of company profiles on LinkedIn, their main function is to give the public the option to interact with the organization and its members (Lybrand & Dewar, 2023). The important goal of functioning of company webpages is also giving those people a way to reach their desired goals and make it easy for them to navigate through the page. Much like with company webpages, the function aspect is transferred to recruitment messages on LinkedIn, where employers try to engage in interactivity between the company and its potential job candidates (Bondar, 2023). The goal of the functioning of recruitment messages is to give job seekers an opportunity to reach their desired goals of reacting to a job opportunity and applying to it (Eseryel et al., 2020). Some of the elements of functions of recruitment messages on LinkedIn include links, which automatically direct people to their targeted destination of information they are searching for (Egerová & Eger, 2017), as well as some follow up questions that they can respond to or interact with. Function is an integral part of recruitment message which ensures that job seekers, after getting drawn in/attracted by the form of the message, don’t deviate from reading the content of the message and find it useful for achieving their goals (Eseryel et al., 2020). The well thought out function of recruitment message also results in higher conversion of readers of the recruitment message into job applicants.

#### 4.7 Other social media platforms in recruitment

When it comes to the choice of the platform for recruitment purpose, it is important for the company to consider what type of audience it wants to reach and what is the main purpose of the platform. Facebook is considered to have the largest audience among any social media platform; however, its audience falls short to LinkedIn audience in terms of employer recruitment purpose. This also labels LinkedIn as the best performer in terms of social media

recruiting (Eseryel et al., 2020). Facebook and LinkedIn are mainly used as tools intended for social networking purposes. This means that users (using their online profiles) can share their stand and their thoughts on a certain topic or an issue, either in public or private sphere of everyday life. On the other hand, X (formerly Twitter) users have a similar purpose in mind on their platform (e.g., platform created for sharing information between users), however, they are somewhat limited to share their thoughts in 140 characters. This platform can also be subcategorized as a channel for microblogging (Koch et al., 2018).

TikTok as an entertainment platform is based on short, formatted videos, which quickly attract the attention of viewers (Li, 2022). Recruitment videos on this platform are made in the same manner. They are short (e.g., average length of a video is around 15 seconds) and within this timeframe recruiters make sure to include only the most important elements that would sway viewers' attention. The videos don't only include professional content with opportunities, but entertainment elements as well. In such a way recruiters are encouraged to put more focus on creativity and ensure that the content of recruitment videos is engaging enough to attract a wide pool of potential job applicants and show them what it is really like to work in their company day-to-day, reaching the desired authentic feel, which attracts younger generations today (Meszaros, 2024).

#### 4.7.1 Facebook

When talking about social media, an example of Volkswagen successfully attracting and engaging people through their Facebook fan page was mentioned. The same process can be transferred to recruitment where companies take action in order to attract and identify potential candidates. The important part of recruitment through social media is not only to attract, but also to engage with potential applicants so that they can be more easily guided towards application of open job opportunities (Wazed & Ng, 2015).

Employers who are successfully recruiting candidates on Facebook usually follow the three-step strategy for recruitment. Those steps follow each other in sequential order starting with "Attract", followed by "Care" and finishing off with "Initiate" (Wazed & Ng, 2015). The main process within the first step "Attract" is given by the name of the step, and that is to identify and attract as many potential candidates as possible to the company page on the platform. The most successful way to do that can be seen on some of the leading companies' fan pages, and that is to incentivize people to follow and like the company page, by giving them something of value in return. The importance of this strategy comes into play when talking about students. While they usually are not actively seeking employment, Facebook ads allow employers to familiarize those students with the company (Wazed & Ng, 2015). This gives the employer an edge over others, since those students (once they graduate) are more likely to choose a familiar company when looking for a long-term employment over the unknown one. The first step is followed by "Care". "Care" can be seen on certain company's Facebook page as part of the strategy where they try to engage their fan-base on

a regular basis with the content that is relevant to them (Lybrand & Dewar, 2023). This ensures that people don't just browse through the company fan page (e.g., like and leave, or follow and unfollow the next day), but they stay "loyal". In other words, it ensures the retention of company's fan-base. The last step "Initiate" is where the potential candidates actually apply for a job position on Facebook or explore the employer's career page on the organizations' home domain further. This step determines whether company resources have been spent well in their pursuit of social media recruiting. Therefore, it is essentially a feedback loop, which tells the employer how successful his efforts are of using social media/Facebook for recruiting, based on the outcome of this step (Wazed & Ng, 2015).

The first two steps are clearly rooted in good communication skills, which draw people towards the organization through interaction (Eseryel et al., 2020). It can also be said that the first two steps conceptually the same as relationship marketing (e.g., a two-step relationship marketing strategy for recruiting through social media/Facebook). The goal of this two-step relationship marketing strategy is, one, to first attract the potential candidates to the fan page of an employer and, two, to hold those candidates in a relationship with the company long enough, until there is an open job position opportunity available. The last, "Initiate" step can also be seen as a theory of planned behaviour, where if an employer manages the first two-step relationship marketing strategy on Facebook well enough, it will lead to successful application of a candidate (e.g., decision to apply) (Wazed & Ng, 2015).

#### 4.7.2 TikTok

TikTok is one of the newest social media platforms being utilized as a marketing tool to promote employer branding and on-board new recruits via job application videos/advertisements. Employers that specifically require younger workforce, have opted for utilization of TikTok as a form of obtaining new job candidates, as the platform is mainly being used by Millennials and Gen Z users (Meszaros, 2024). The overall age demographic of TikTok user-base shows that more than two thirds of its audience is aged 34 or lower (Oberlo, 2024). To be more specific, 34.8% of its audience is aged between 18 and 24 years old, and 34% of users are between 25 and 34 years old. This statistic was a signal to many recruiters that the TikTok platform could be a great fresh source of newly emerging talent. The viral reach of TikTok among younger generations (Gen Z and Millennials), is the main reason why recruiters have opted to spread their recruiting efforts to this platform. The reach of the content/videos on TikTok is amplified through interactions and shares between the users of this platform, which means that recruitment videos as well can circle around the platform users much faster and reach further than any traditional form of recruiting (Meszaros, 2024).

As recruitment through TikTok channel is relatively new, there is a lack of scientific studies which would determine the overall effectiveness of this recruitment method. Employers that opt for recruiting via TikTok platform, do so by firstly promoting their employer brand

(Meszaros, 2024). This is done through sharing videos, which promote company values, benefits and culture; giving viewers the real feel of what's it like in the company's work environment. Examples of such videos stretch from "weekly company vibe checks" (e.g., coffee breaks, project planning sessions, end of the week wind-downs etc.), "company perks brought to life" (e.g., crew room treats/sweets, workshops etc.), "taking a closer look at company culture", "TikTok challenges tested by employees" and many others. Gen Z responds exceptionally well to both engaging as well as authentic content (Meszaros, 2024), which is why recruiters combine both official polished corporate content together with unrefined behind the scenes look into the company (culture) for their TikTok recruiting efforts. In order to solidify their presence on the platform and spread awareness, many employers also leverage influencers to share their experience of interacting with the company and in that way increase their employer brand (Li, 2022).

To conclude, a study was made with the main goal being to examine the overall effectiveness of posting employer-branded content on TikTok in an effort to attract new (young) job seekers (Heimann, 2024). The results show that such content was deemed as interesting useful source of information and preferred by (TikTok) viewers compared to traditional polished website content. This is mainly due to the nature of videos published on TikTok as they are more genuine and authentic (less polished), which goes hand in hand with the platforms' younger audience and their preference of transparency (Meszaros, 2024). An important thing to note here is that the results of this study mainly apply to the audience actively seeking for employment, as those who are on TikTok only for entertainment (not seeking for employment) purposes can find employer-branded content irritating. Even more authentic and transparent information is usually coming from company employees, which is why user-generated content can have a much bigger impact compared to marketing efforts of companies (e.g., company-generated content posted from official company profiles) (Heimann, 2024). Most positively rated employer-branded videos usually show some behind-the-scenes looks of the company, with a mixture of engagement and relatability to the viewer (Li, 2022). In contrast, companies that failed to follow new trends on the platform and created "recruitment" videos without including them, were criticized heavily. Overall, bigger companies that promote their genuine and authentic company culture together with a positive work environment, can find success in shaping positive attitudes towards the company and attracting younger active jobseekers/applicants via TikTok. They can do so by combining both informative as well as viral trend driven elements with their employer-branded content (Heimann, 2024).

## **5 RESEARCH ON EMPLOYER ATTRACTIVENESS FACTORS FOR SLOVENIAN GRADUATES**

### **5.1 Methodology**

To further explore what makes employers attractive for graduates that are just entering the labour market, we conducted a survey. We focused on answering three research question of the thesis in this part of research:

- Which channel(s) are most commonly used by job seekers to find and apply for employment?
- How often do new job seekers consult LinkedIn when looking for new employment?
- Which dimensions of attractiveness are the most important for job seekers when looking for employment?

More specifically, we were interested to learn about the current and past employment status of our participants, how has the job searching looked like for them, what is their opinion of current labour market, as well as predictions for the future trends in job searching trends. We also focused on which channels did they use when looking for a job, which channels they preferred and/or disliked based on their previous experience and the reasoning behind it. Furthermore, we discussed their current employment and what stood out to them about it, as well as other factors that would or will influence their decisions when searching for a job in the future. These discussed areas provided us with a better understanding of the trends in labour market in addition to providing answers to the main one previously listed.

We decided on quantitative research for this part of our research to gather as much relevant data as possible. This allowed us to get information from a larger pool of the targeted audience and get a more representative collection of answers to our research questions, than it would be possible with other types of research. Consequently, the generalization of findings for these research questions can be done more confidently, than it would be, if the type of research would be focused on fewer, more elaborated answers. Using survey, more questions and topics were able to be discussed in shorter period of time, which was important considering three research questions wanted to be explored.

The study in this case follows descriptive research design, as the study was in part supported by new learnings in theoretical part about the different channels used for job seeking as well as trends that are present in younger generations especially in terms of employment. Yet, it still has some exploratory aspects to it, as we were still merely exploring the attitude of younger generations towards potential employers to gather new and additional insights into the topic. This translated to the design of the survey itself, with closed-ended questions prevailing, while still having some open-ended questions with possibilities of stating other options even in closed-ended questions.

The survey targeted a highly educated workforce entering the job market, using stratified and convenience sampling to recruit Slovenian students and recent graduates via online platforms. The expected sample size was 60-80 respondents, based on previous studies in employer branding, while the final dataset included 100 completed responses. The sample was balanced in terms of gender and education level, with 86% of participants aged 21-30. While the sampling method may limit generalizability, it effectively captured the perspectives of job seekers in the targeted demographic.

#### 5.1.1 Data collection

We used a mixed-format structure of the questionnaire for the research, with closed-ended, open-ended and hybrid type questions being used to best capture responses and keep the interest of the respondents throughout the survey. It allowed for structured, quantitative analysis of the data received while still capturing unexpected insights from open-ended responses. Based on format and answers several different options were used, such as dichotomous, multiple-choice, Likert scale, ranking and matrix questions, as well as semantic differential scale, which were selected based on the type of questions asked and type of responses wanted. Out of those dichotomous and multiple-choice questions were used the most. At the end of the questionnaire a few of demographic questions were also asked in order to determine the background of respondents. The questionnaire was self-designed, to help ensure the questions aligned with the objectives of the research and research questions of the thesis. Due to it, we were able to focus on collecting specific data by designing and choosing the best questions to receive the responses needed for the research.

All together there was 36 questions in the questionnaire, out of which one was a screening question, 25 were main questions, 5 sub questions, 6 demographic questions and one open-ended concluding question. Survey questionnaire sample can be found in Appendix 2. Screening question was used to determine, if participants have already searched for an employment. If they haven't, they were filtered out as they did not meet the criteria to answer most subsequent questions. Main questions were based on the research questions as well as the sub questions, that were used to get more precise and whole answers. Demographic questions were used to gather data about the respondents' background characteristics that are important for this study as well as to ensure the targeted demographic has been reached. The open-ended concluding question was included to account for any thoughts, problems or suggestions the participants might had in regards to the questionnaire. The main and sub questions were divided into three pages, based on topics discussed and length. On the first page were questions focusing primarily on different employment channels, questions on the second page were about the labour market in general and the job advertisement itself, which was researched more with eye-tracker experiment and interviews. The third page focused on attributes of the job position and employer that could potentially persuade or deter them from taking the job.

Prior to the distribution of the questionnaire and collection of data, pilot testing was performed to test the questionnaire and determine whether the questions asked were going to give us the answers to the research questions. Additionally, we checked for clarity of the questions and their reliability. This led to more trustworthy data from and more consistency among the answers, which meant the data analysis and findings are more accurate. Moreover, we wanted to check for time constraint, as we wanted the questionnaire to be long enough to get as much data as possible, while being short enough as to ensure the participants fill it out in its entirety. This ensured the number of completed questionnaires was maximized compared to questionnaires distributed.

The questionnaire was distributed in Slovenian language, as we were focusing on the Slovenian market meaning distribution of the questions in Slovenian reduced any language barrier or unclarity of the questions, leading to higher likeliness of respondents answering and more trustworthy data. The questionnaire was distributed online, through 1KA platform, which is a Slovenian online application that allows the creation, distribution and analysis of online surveys, developed by University of Ljubljana (1KA, n.d.). The survey could be filled out on any electronic device with access to the internet, such as smartphone or computer. This allowed for maximization of the responses received, due to several factors, among which conveniency was the main one, as participants were able to answer questions when they had spare time, without being tied to a specific location, allowing for bigger flexibility. The questionnaire was distributed through several online groups and pages, where the members were primarily students and graduates from Slovenian universities, i.e., highly skilled Gen-Z workforce. The answers were being recorded in real time, meaning that we received the data as soon as someone responded to a question, preventing any loss of answers or data. Digital format allowed for flexibility in optimization of questionnaire design, opening certain follow-up questions only for the respondents whom the questions were relevant. Moreover, different types of formats could be used for questions, as previously stated. Due to respondents anonymously completing the questionnaire online rather than us physically distributing it to them, there was a higher level of anonymity felt among participants, meaning there was a lower chance for possible human bias when providing the answers. Another major advantage of the online survey was easier data analysis, as the data was already in digital form.

Prior to starting the questionnaire, every participant read an introduction, in which the objective of the study as well as purpose of conducting this questionnaire was stated. Any participant not consenting to the use of his/her data was able to exit the questionnaire. Moreover, anonymity of every participant and confidentiality of the data were ensured. The data gathered from this questionnaire was to be used only for research purposes. The data was gathered and stored on 1KA platform, which is under a password protected account, allowing for safe storage and access to the data.

### 5.1.2 Sample description

The participants we wanted to focus primarily on is highly educated workforce that is just entering the labour market. We distributed the questionnaire through internet to different online groups and social media pages, where we knew most members were Slovenian students and student graduates. Stratified and convenience sampling was selected as the sampling method for the study, as we targeted people that we have access to and were willing to fill out the questionnaire. We decided on stratified sampling method as we were focusing primarily on specific age groups of people that are either about to graduate and enter labour market or have graduated fairly recently and have already entered the labour market. Convenience sampling was used as we had limited resources, time and reach. All though there is higher chance for bias and limited generalizability due to people being chosen based on convenience, we wanted to minimize the bias by distributing questionnaire in digital form and in such a way reach as many adequate participants as possible.

Targeted sample size was between 60 to 80 respondents, as similar research done in the field of employer branding and EmpAt also focusing on specific country titled Gender perceptions: employer branding through attractiveness, job characteristics and organizational attributes, written by Aslam et al. (2016), included 60 respondents. Moreover, paper by Dassler et al. (2022) revises several studies, which have similar number of participants. Based on the literature we believed this number of responses would reduce any potential bias to the extent, that we could draw some general conclusions about the respondents and in general.

All together 163 people clicked on the questionnaire, out of which 117 also started to fill out the survey. Out of those, 17 people did not complete it in its entirety, which is why their entries were removed from analysed data. This left us with 100 completed responses, which makes completion rate 61,35%. Response rate was 71,78% of people starting the questionnaire compared to every person that clicked on the link.

Out of 100 respondents, who completed the survey, 43 identified as male and 57 identified as female, meaning we got good representation for both female and male in the sample. 86% of participants were aged between 21 and 30, with 55 of them having 21-25 years and 31 of them having 26-30 years. Other respondents were in the age group 31-35 years, while no one was below 20 years of age. This aligns with age groups we wanted to target, so no additional cleaning of data or elimination of answers was necessary. As shown in the Table 1, 5 people were at the time of the questionnaire unemployed, 6 were students without student jobs, while 23 were also working in addition to being students. Other 66 participants were already fully employed or self-employed, out of which one person was on parental leave.



*Table 1: Employment status (n=100)*

<b>Employment status</b>	<b>Count (n)</b>	<b>(n_total) %</b>
Unemployed	5	5%
Full-time employee	62	62%
Self-employed	4	4%
Student not doing student work	6	6%
Student doing student work	23	23%
n_total	100	100%

*Source: Own work.*

Out of all respondents, 20 were actively looking for a job and 79 were not, with one not actively looking but likely accepting a good job offer. Active job seekers were primarily full-time employees or self-employed, followed by 7 working students and 4 unemployed participants. High majority (83 out of 100) of participants have received a form of post-secondary education, with 33 of those having master's degree. 17 out of 100 had only finished secondary education at the time of the questionnaire. Prevailing field of study and/or degree among respondents was business-social sciences with 39% of them being in this field, followed by natural sciences and engineering field with 29% of respondents. All other fields were less represented, while 2 respondents did not disclose their field of study.

Out of 100 respondents, 10 have stated, that they have not yet searched for a job, which is why most questions were irrelevant for them, and they were able to skip them. Therefore, majority of the data was gathered from the pool of the 90 respondents, which have already experience searching and/or having a job, and their answers were considered valid in other questions about job searching and channels used, as well as factors influencing the job attractiveness.

### 5.1.3 Data analysis method

Data gathered included ordinal and nominal categorical type of data as well as discrete numeric data. Additionally, some data obtained was free text. Before analysis we did data preparation, to clean and prepare data. We achieved that by handling any outliers and identifying any missing data, to ensure data consistency. We checked for both missing data as a result of participants dropping out of the survey, as well as any missing data as a result of technological glitch. Lost data due to participant drop out was resolved by removing all answers from that respondent from our data collection, while missing data due to technical error was recovered from the initial data collection on the 1KA platform if possible or noted as unanswered if it could not be retrieved. There were 17 cases of incomplete questionnaires

and 5 cases of missing or incomplete data at specific question. There were two such questions, both sub questions, with one being related to recommendation for employment channels (3 missing answers) and the other about the field in which the participant finished the studies (2 missing answers). As those specific answers were not crucial for the overall survey integrity but were primarily used to get even deeper understanding of the topic, we decided to keep those questionnaires in the study and label them as “did not respond”. The accuracy of data inserted into analysis was also revised and established.

To analyse data gathered from the questionnaire we used a combination of quantitative and qualitative techniques. Quantitative techniques, more specifically descriptive statistics were used for close-ended questions, to summarize the responses. Where applicable mean and mean rank, mode, standard deviation (SD), as well as absolute and relative frequency have been calculated. Additionally, mean rank analysis was done for any ranking questions. For open-ended questions a mixture of thematic and content analysis was used, as focus was both on categorizing specific data elements and counting, as well as understanding underlying patterns and meaning behind the answers provided. To analyse the data 1KA analysis system integrated in the program was used in addition to Excel program, which was primarily used.

## **5.2 Data analysis**

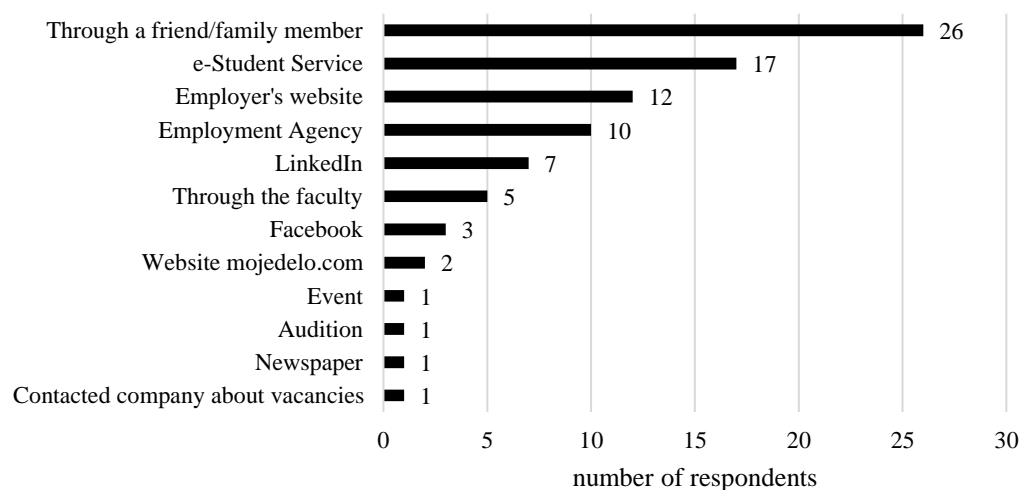
As previously mentioned, out of 100 respondents, 90 have already searched for a job. Out of those 90, 86 have already been or are currently employed. It means that 14% of the respondents have not yet held a job. Out of the 90 that have already searched for a job, 81% have been involved in selection process at least once per 10 submitted job applications. This is followed by 14,4% that have been included once per every 11-20 sent applications. Only one respondent had to send more than 30 applications, to be involved in selection process. These rates remain similar even when asked about number of sent applications per job offering, with more than 73,3% of responses stating that 10 or less applications were needed before being offered a job. On the other side, approximately 9% had to send more than 20 applications in before getting a job. Looking at how often the participants use employment channels, 39% of all survey participants stated they are not currently searching for a job. Combining that with 10% that never searched for a job, the number amounts to 49% of all respondents. It means however, that approximately half of all respondents are all least occasionally looking at potential new jobs. Out of those 22% is searching at least one or two times per week or even more frequently.

Looking at participants' answers related to the job market, the above holds, with majority agreeing the number of jobs in today's labour market is between 5 and 7, with 1 being very few and 10 many job vacancies. The mean is 6,1 with SD of 2,07, collaborating the saturation of answers. Additionally, difficulty of finding a job in current labour market from 1 to 10, with 1 having no problem and 10 having significant problems, was averaged at 4,4 with SD

of 2,76, which is considerably higher than in previous question. It demonstrates that the opinion of the participants was more unanimous when it came to the number of available jobs, while experiences of participants differed significantly when it came to their own job search. Half of respondents valued the job search between 1 and 3, meaning they believed it is relatively easy to find a job, followed by 5 and 7 on difficulty scale with 13% and 11% of valid answers respectively.

Looking at the data from questions focusing on employment channels, we can see that experiences also differ when it comes to those. Out of 86, that have a job or have had it in the past, 26 have found their current or last job through a personal connection, mostly a friend or a family member. This is followed by e-Student Service, which specializes in student jobs, through which 17 respondents found their jobs, followed by employers' websites (12) and employment agencies (10), as seen in the Figure 3. Quite a few have found their job through university, either through a professor or a Carrer centre.

*Figure 3: Channels through which participants found their last job*

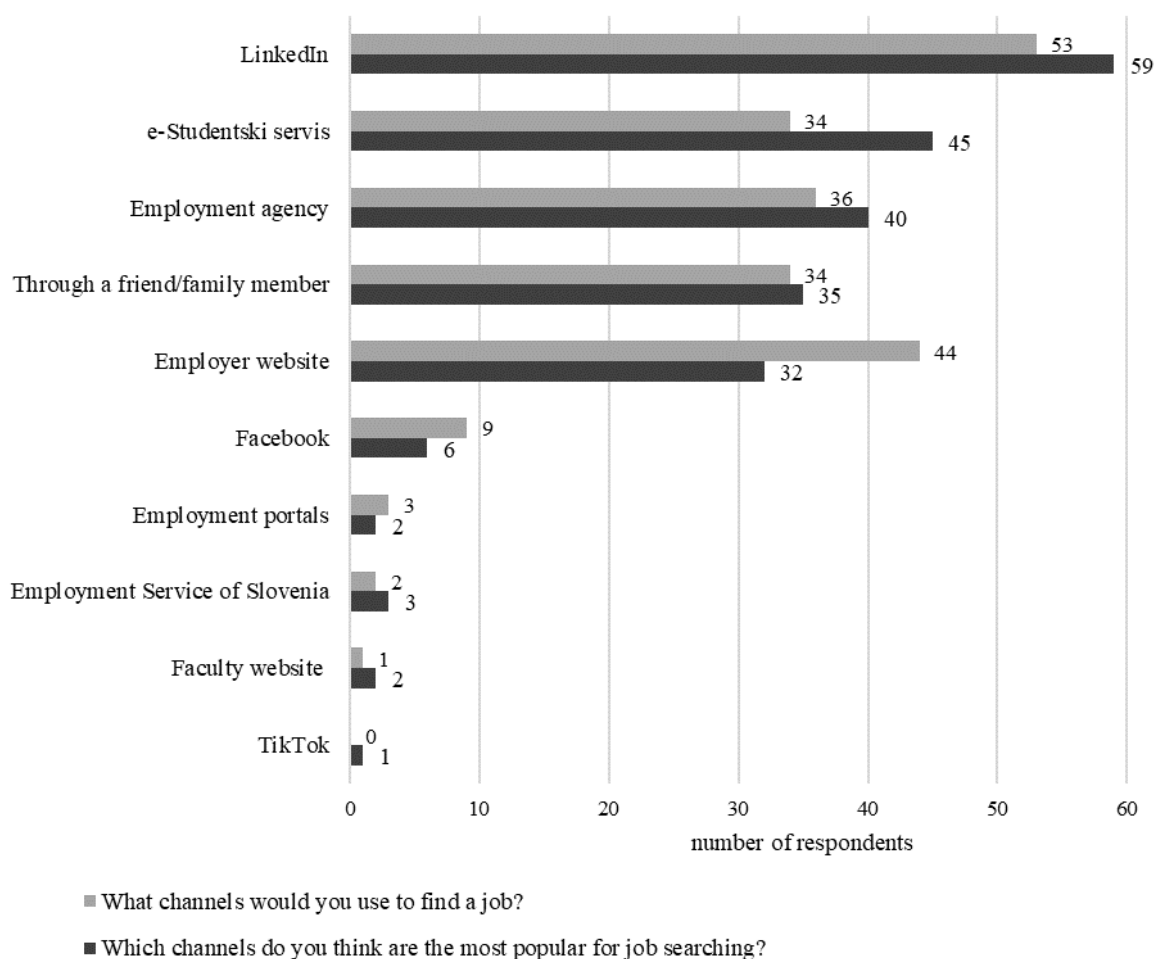


*Source: Own work.*

10 people have found their current or last job through social media, specifically LinkedIn and Facebook. Out of 90 people, 59 (65,56%) think LinkedIn specifically is a popular tool for job searching, making it the most popular channel. This can be collaborated with data showing 53 respondents stating they would use LinkedIn for job searching. In addition to 53 people that said they would use LinkedIn, 11 people have an account but they never did use it or would use it in the future and 3 did use LinkedIn in the past, but do not want to use it in the future. Out of those 3, two do not have an account anymore. Out of the 46 people that have used LinkedIn, 40 used it for finding employment. There was also one person that stated they have an account even though they never used the platform but is willing to use it in the future. All together 17 people stated they were offered a job posting on LinkedIn, while one was still waiting on the answers at the time of filling out the survey.

Looking at how popular certain channels are thought to be (Figure 4), LinkedIn with 69% of participants believing it is one of the most popular ways of finding a job, followed by e-Student Service which makes sense since participant pool was primarily students and fresh-out-of-college employees. Employment agencies were also thought to be popular, with 40 out of 90 participants stating it. Personal connections were stated by 35 respondents, which is understandable, considering 26 respondents were able to get their current or last job through them. Several people also acknowledged university as an opportunity to find a job, either through professors and colleagues or Career centre operating within the faculty or university. Company's website has also resulted in being a popular way of finding a job, with 32 out of 90 or almost 36% stating so.

*Figure 4: Popularity of job search channels*



*Source: Own work.*

Comparing these results with personal preference of what the respondents would use themselves to find a job, 49% were willing to look at employer website, signifying that, even though it is not thought to be the most popular channel, it is considered a reliable channel for finding a job. This is not surprising, as the companies directly post the job openings there

and receive directly the applications sent from applicants, eliminating any intermediary between them. Still more of them would use LinkedIn (59% of respondents), as previously mentioned. Other channels which majority would use are e-Student Service, employment agency, and other specialized employment finding platforms such as MojeDelo.com, in addition to personal connections. Majority would be open to using other channels, that they have not yet used. Only two participants stated they would not use any other channels from the ones they are currently using, while 14 or 16% of participants were not sure if they would be trying new channels to find jobs.

Employment agencies are fairly known, with approximately 60% of survey participants stating being familiar with them. When asked to name the ones they know, Adecco was the number one answer, with 22 people out of 53 that were familiar with employment agencies, naming it. However, it is worth noticing, that significant number of answers did not spell the agency correctly. This could indicate that they have heard about the agency but are not highly familiar with it. Second employment agency by the number of mentions was Kariera, with 14 people mentioning it. All other agencies were mentioned four times or less, while 7 participants, which is 13,2%, did not remember any specific employment agencies. Among listed agencies were also platforms like MojeDelo.com and Optius, which are online platforms publishing current job vacancies (Optius, n.d.), however, they are not actively doing search and selection process for the companies and/or initial interviews. This distinguishes them from employment agencies like Adecco, Kariera and Manpower, which are providing these services to the companies.

When asked, whether they would use employment agencies in order to find a job, 38 out of 90 people answered yes, while 15 would use them only in certain situations. While 9 were not sure if they would or not, 26 answered they would not want to use employment agencies for finding employment. 1 person stated that they would use only national employment service. Some of the reasons why employment agencies would be a good option were because they have connections with various employers, which they can recommend you to and also provide you with the best job match based on your professional profile. This means the companies will be more likely to invite you for an interview with them, or even it is the only way a potential employer would invite you for an interview. Some situations mentioned, in which employment agencies would be considered, were if the job seekers would not be able to find employment themselves, if the job and/or field of employment was very specific and hard to find, and if the agency would not get a percentage of the individual's earnings. Additional concern stated was potential discrepancy in work conditions, salary, bonuses, and other parts of the contract.

Reasons against use of employment agencies were connected with lack of direct contact with the employer and lack of information for which company the job position is posted. Several respondents also believed they do not need a "middleman" between them and the employer, while others believed the agency does not have the adequate knowledge about the job vacancy they are trying to fill. Interestingly some mention that through agencies the process

of acquiring a job is longer, while others state it is less time consuming. Additionally, several respondents expressed the concern of being officially employed by the employment agency and only being sent to work at the company, if seeking the job through them rather than through the company directly. It is also important to note, that four people clearly stated their opinion is based on personal experiences with the agencies, with one being positive and three being negative.

Among most used online social media platforms for job searching, LinkedIn was a clear winner with 46 respondents that have already used it for job searching. It was followed by Facebook with 17 people using it and Instagram with 9. Only one person stated that they believe TikTok was a popular tool for finding a job, while when asked if they used it for job searching no one stated that they have. Platform X, formerly known as Twitter, was also not used by anybody, while one has used YouTube and 6 people have used Google+ for job searching. 35 people stated they have not used any mentioned platforms at all.

Looking at factors that influence the choice of job search channels, ease of use was in first place with close to 66% of respondents highlighting it as an important factor. 52% also agreed that number of jobs advertised on the channel is a deciding factor. Interestingly, 32% of the 90 respondents believe reputation of the job search channel should be taken into consideration, while time spent applying for a job was shown to be less important with 20 out of 90 considering it important factor. Some other factors mentioned were good filters in the platform, timeliness of job postings, and recommendations from other users of the channel. Some general suggestions for channels to improve the job seeking experience were better filters to find the desired job more easily. Another recommendation mentioned several times was salary. Even though it is not always set beforehand and can be negotiated, an approximate salary range is desired. Easier application process and upload of documents such as CV was also mentioned.

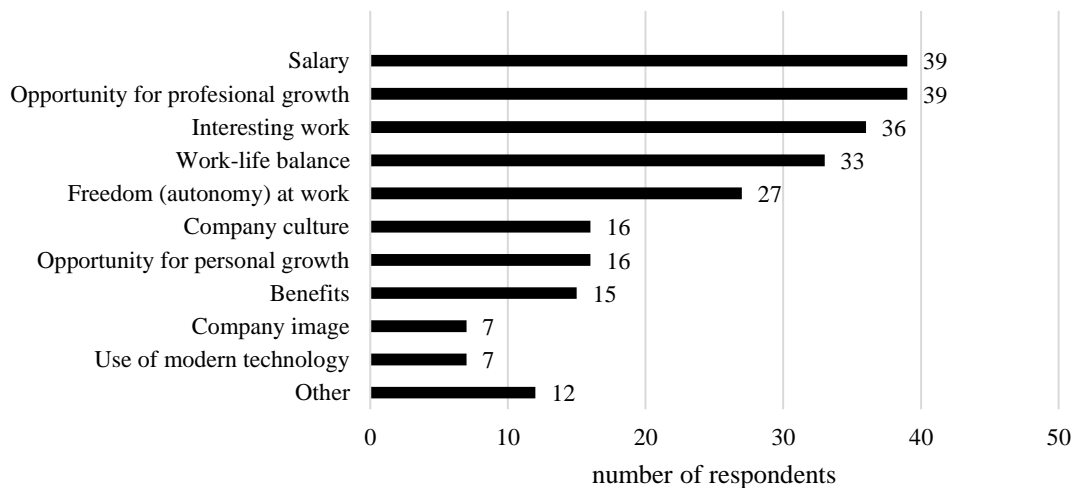
Survey participants were also asked about different components of the job advertisement and how they would rate them from most to least important, with 1 being the most important and 9 the least. Components rated were job title, benefits and bonuses, job description, company reputation, candidate expectations and qualifications, work location, how to apply, company culture, and job application deadline. By doing the mean rank analysis we were able to determine that the most important component of job ad for majority was job description with mean rank of 3,2, followed by benefits and bonuses with mean rank of 4,0. This data suggests that potential applicants for a job are most interested to know what they will do and what compensation will they receive in return. Benefits and bonuses are also related to previously mentioned salary, which people find missing on the job advertisements.

On the other hand, the least important component seems to be information about job application deadline with mean rank of 7,0, and information on how to apply with mean rank of 6,8. This suggests that people spend the least amount of time focusing on this information, which is understandable as it can be characterised as a more technical information about the

job application than the work itself. Non the less, it is important to include this information in order to gain the correct information from the applicants as well as carry out the process as efficiently and effectively as possible. Other components all had similar mean rank values, indicating they have similar levels of importance for job seekers. Biggest SD was in regard to job title (2,7), with most participants, 22 of them, stating it is the most important thing valuing it with 1, while 17 believed the appropriate ranking to be 5. Other values received between 4 and 10 votes. The most unanimous answer was regarding work location with SD of 1,9, agreeing that it is somewhat important, however, other parts are more essential.

In the future, respondents anticipate that LinkedIn will even further gain importance as job search channel with approximately 80% pointing it out. Other channels that will likely be important in the future are companies' websites and employment agencies with 40% out of 90 respondents thinking so. Additionally, career fairs are expected to be a noticeable channel. They often combine employers that are seeking to employ employees directly as well as different employment agencies that are trying to gain a pool of potential candidates for job opening that companies contract them for. Interestingly, only 28% think personal connections will be relevant in the future. For comparison, as previously stated, 26% found their last jobs through friend of family member and 38% though that it was a popular channel for acquiring a job at that time. This would suggest that they believe personal connections will lose some importance in the future.

*Figure 5: Factors that influenced participants' current job selection (n=90 per each factor)*



*Source: Own work.*

Factors influencing job attractiveness were also analysed. We wanted to find out, what attracted the participants to the jobs they last acquired. Results are presented in the Figure 5. Salary, and opportunity for professional growth and promotion were considered the biggest factors, with 43% out of 90 respondents stating that for each. Another important factor was

that employees found the work interesting, with 40% agreeing that was an important factor that attracted them towards the job. Interestingly, balance between professional and private life and autonomy at work were also high on the list, with 37% and 30% of participants stating that as an important factor respectively. Company's culture, possibility of personal growth and benefits received were listed as less important, while some factors were considered important when choosing the last job only to few. This were mainly connected with public's perception of the company and values that the company holds, as well as company's worry about mental health.

*Table 2: Factors influencing job desirability*

<b>Job desirability factor</b>	<b>Mean rank</b>
Salary	4,33
Work-life balance	4,30
Career development	4,20
Employee experiences and opinions (about the potential employer)	4,11
Possibility of working remotely or flexible working hours	3,96
Company values and culture	3,64
The employer's commitment to diversity, equality, sustainability, socially responsible behaviour and inclusion	3,47
Reputation and brand image of the company	3,42

*Source: Own work.*

Participants were also asked about, how they would rate importance of certain factors when looking for a job in general (Table 2). The factors were rated on a scale from 1 to 5. Salary and work-life balance were rated the highest. They were followed by opportunity for career development and opinions from employees already working for the company. This corresponds to the data gathered on which were the deciding factors about the last job participants held. Additionally, employer's commitment to diversity, equality, sustainability, socially responsible behaviour and inclusion, and company culture and beliefs were considered the least important out of all, which once again aligns with before-mentioned data. Even though salary is important for most respondents, when asked if they would be willing to accept a lower salary for a job that offers better benefits and work-life balance, many have stated that they would consider it. 14% would not be likely willing to sacrifice salary for a better work-life balance, while 55% would likely sacrifice the salary. The other 30% would be willing to sacrifice it to a certain degree. This shows that all though people do value the compensation they receive, they are not willing to compromise on their private life. Even though both factors were significantly important to equal amount of people, more people would choose a better work-life balance before a higher salary.



Also, location of the company has resulted to be important. To the statement “The location of the company influences my decision to accept a job” 40% have stated that they completely agree with the statement, followed by 36% that mostly agree. Only 8% of respondents did partly or completely disagree with the statement, making this one of the most important factors when searching or deciding for a job. In regard to work location, one participant also wrote an additional thought at the end of the survey, stating that flexible work schedule and remote work or hybrid work where that is possible, should not be considered a benefit but rather the standard. This could mean that companies that are willing to enable employees remote work and flexible work schedule, could get more applicants applying to their job positions.

Majority of people prefer smaller-sized companies. When asked about what company size would they prefer to work for, participants answered in favour of smaller companies. 10 people answered micro company which is up to 10 employees. Small enterprises, with number of employees between 11 and 50 employees were chosen the most with 31 votes, representing 34% of all valid answers. Following in popularity were medium-sized enterprises that had between 51 and 100 employees, while companies from 101 with up to 250 employees were chosen as preferred by 11 individuals. The least amount of people desires to work for very large corporations, that have more than 250 people employed. In order to make it easier to imagine, we simplified and assumed equally spaced values for each category. By numbering each category with 1 being the smallest and 6 being the biggest, we were able to calculate the mean being 3, which represents smaller medium-sized company employing between 51 and 100 employees. Both the mean and median show that participants would prefer working for the smaller companies, that employ smaller numbers of people rather than working in large corporations with large number of employees. Due to number of employees, companies also have different structure. This was also one of the leading factors why respondents have decided for a specific size.

The main reason, why people would prefer smaller companies is relationships between employees, meaning people know each other more and are more connected. This leads to a more positive and relaxed work environment, which people appreciate. Another consequence of fewer employees is more liberty while doing tasks, less bureaucracy and diversity of work, as one person can be in charge of more tasks. Some answers even list individuality and sense of contributing towards the same common goal as colleagues. On the other end of the spectrum, individuals listed as pros salary and benefits that larger companies are able to afford, more opportunities to climb the corporate ladder, and possibility of free trainings. Work positions in larger enterprises were also stated as being more secure and offering a sense of structure and organisation, which is not present in smaller companies. Those that chose middle-sized companies mostly listed both views, highlighting ability to climb the corporate ladder while not feeling like just a number, and still being well connected with work colleagues. Five participants were unable to provide reasons for why they preferred their selected company size.

A more detailed analysis of each question is available in Appendix 3.

### **5.3 Results and findings**

There are several important findings that we can extract from the conducted survey. Looking at the labour market, the amount of job vacancies in the market is believed to be moderately high. This corresponds with evaluated difficulty of finding a job, which is somewhat low, meaning majority of respondents were able to find a job in relatively short amount of time, with half of respondents answering between 1 and 3 on a difficulty scale of 1 to 10. Still, experiences and answers varied, which could be due to different work fields, levels of educations, expectations of a desired work positions, etc., as well as subjectivity of what someone interprets as difficulty of finding a job. As 81% of respondents managed to receive job offer after sending fewer than 10 applications, this corresponds to above assessment of job findings difficulty. Responses in regard to frequency of job searching imply that a considerable number of respondents, more than a third, are at least occasionally browsing for potential new job. More importantly, 22% are looking at least once or twice a week, meaning they are motivated to find a (new) job. Having large pool of potential candidates is important as it broadens possibilities of company finding the right person for their job position. Potential candidates, that are proactive in terms of job seeking, have usually a bigger incentive to accept a job position, as they signal their desire for job acquirement by being on job search platforms.

Nature of job search channels through which employees found their jobs varies, from personal connections like family or friends, to employment agencies and online platforms like e-Student Service. From social media platforms, LinkedIn stands out as the most used and trusted platform. This is to be expected, as it is usually perceived as a more formal, professional platform compared to others. It is followed in popularity by Facebook. Notably, TikTok and platform X (previously Twitter) are not popular for job searches. Though some think TikTok will gain popularity, the current lack of credibility means this is unlikely in the near future. On the other hand, LinkedIn is expected to retain popularity or even expand it in the future. Many prefer applying for a job directly through company site, while employment agencies, often used as intermediaries between employers and job candidates, have mixed reviews. Concerns about lack of direct employer contact and the process being too lengthy were raised by some. Negative connotation connected with employment agencies can cause potential applicants to decide for other channels if possible. In some instances, however, use of employment agencies is preferred or even required by companies. Important to note is also that while agencies have mixed reviews, many do not understand what employment agencies really are, so the bad connotation is linked to what they believe agencies to be.

Most important factors that are affecting use and preferences of job search channels are ease of use and the number of jobs available on the platform. This means users will more likely

gravitate towards platforms that will be able to provide them with the highest number of adequate job openings. At the same time, these platforms would ideally be easy to use in terms of how intuitive they are for use and how much time do you need to spend on the platform to get to desired job openings. Reputation of the platform and time spent applying for the job you found on the platform are the least relevant factors. Especially reputation of the platform could seem contradictory as social media platforms (with exception of LinkedIn) were specifically named for their lack of credibility. Possible explanations, why it is so low on the list of factors could do with the same platforms also lacking in other aspects like ease of use for finding jobs or number of jobs available on the platform. That would mean they would automatically be less popular for job searching. Another point could be made in relation to their primary use, which focuses more on private life and leisure time rather than on job searching. Therefore, such platforms would not even be considered as job search platforms. In the future, LinkedIn is expected to gain even more popularity as job search channel, as already stated, while companies' websites and employment agencies are expected to maintain their position as important channels for job search.

When speaking about the job advertisement itself, majority put job description and benefits/bonuses as the most important part of it. A good explanation of a job position and tasks is important, as it is a determining factor for candidates looking to apply to determine, whether they think a job would be a good match for them. Additionally, candidates can assume what knowledge or skills are required for a job, even though this should be also clearly stated. This is especially true if any specific knowledge or skills are pre-requisite for applying. Accurate information provided in description is therefore crucial. Benefits and bonuses on the other hand can be a deciding factor when having multiple similar positions. Moreover, as seen in the survey results, some candidates might consider some benefits as non-negotiable necessities in a job position. Such examples can be option of remote work and flexible work hours. Moreover, bonuses and benefits can be an indicator of work culture company has, and values and principles it stands by.

Job attractiveness factors that were shown to be the most important are salary and opportunities for professional growth, which are economic and functional dimension. Salary is the main compensation for performing a job, so it is of no surprise that job candidates would find a job with a bigger salary more appealing. Though salary is often left out of job ads. This could be due to various reasons, like attracting applicants that are really passionate about the job rather than salary, preventing existing employees or competitors from finding out what salary they're offering, even due to salary not being set but rather negotiated after finding the right candidate, etc. Opportunity for professional growth can be shown in ways like the company offering trainings, mentorships, sending their employees to conferences or offering promotions of job positions. Opportunity to grow is especially important for younger employees, as they have less experience and practical knowledge than older, more experienced employees in a field. By gaining additional knowledge and experience, individuals invest in their long-term career success. Factors like work-life balance, autonomy

and job interest are also significant when evaluating job attractiveness. Even though salary is primary factor when deciding for employment, half of respondents were willing to compromise on it, if it meant a better work-life balance. This shows that other factors should not be overlooked and could be a deciding factor why a candidate would choose a job.

Opportunity for growth and higher salary is associated more with larger corporations, as well as higher job security. Still, large number of surveyed prefer smaller companies, in large part due to a more positive environment, smaller collective being more connected, and more autonomy. Having a good relationship with your co-workers is important for a good atmosphere at the office and can make your time at work more positive and enjoyable. Attractiveness of an employer or an employment ad is therefore dependent on both how you advertise your job, as well as what the job is and what it is offering. Therefore, it is important to include a combination of all dimensions or values of EmpAt.

## **6 RESEARCH ON ATTRACTIVENESS OF EMPLOYMENT ADS FOR SLOVENIAN GRADUATES**

### **6.1 Methodology**

#### **6.1.1 Research design and approach**

This study adopted a mixed-methods exploratory design in order to investigate the efforts and effectiveness of employers at initial contacts with potential employees, and to answer one of our research questions “What attributes make an employment advertisement appealing to potential employees?”. The main method used in this experiment is eye-tracking, which can objectively measure patterns of engagement and attention. With the help of eye tracking, both qualitative – heatmaps, and quantitative – metrics calculation results were evaluated (Innovation Acceptance Lab, n.d.). In the next stage, the results of the eye-tracking experiment were supported with structured interviews – qualitative method, which provided validation of eye-tracking results, as well as context in the form of qualitative feedback such as in-depth insights of participants’ feelings, experiences and thought processes during the eye-tracking experiment (George & Merkus, 2022). Platforms such as LinkedIn and TikTok seem to be the latest trend in employment advertising, which is why we used advertisements from these platforms (Koch et al., 2018) (Li, 2022).

Research approach used in this study is experimental using controlled stimuli – employment advertisements. Visual behaviour of all the participants was collected, using real-time eye-tracking technology in order to precisely measure, which parts of the advertisements capture the most attention and which advertisement attributes participants respond to the most. Each of the candidates was shown the same 10 static and 2 dynamic job advertisements and based on their eye movement we determined which parts they focused on the most. After the eye-

tracking experiment, a structured interview was conducted with each of the participants in order to tap into their subjective preferences and perceptions, as well as validate the areas of prolonged attention span (elements of the stimuli that attract longer attention spans can be due to both positive and negative factors). Both the eye-tracking and interview study were conducted in the SEB Behavioural lab. Approval from ethics committee was also obtained to conduct the experiment.

Mixed-method exploratory research approach was selected, because we wanted to tap into both quantitative as well as qualitative data alike. The first part of the research produced quantitative and qualitative results (Innovation Acceptance Lab, n.d.). We aggregated qualitative data and obtained a heat map that showed which part of the advertisement generally attracted majority of participants. This was done for each individual job advertisement. Since dynamic advertisements could not produce heatmaps, we instead identified AOI's (areas of interest) and focused on attention span, gaze frequency etc. within those – quantitative data. Gaze frequency, attention span duration and other metrics were measured based on interpretation of fixations and saccades. The second part of the research produced qualitative results through structured interviews. Here we wanted to get a richer in-depth understanding of those heat maps produced in the first part of the experiment. Primarily we wanted to attach positive or negative connotations to the main areas of focus/attraction on each advertisement (e.g., did participants focus on specific parts of the job advertisement because of its favourable or adverse elements). Through interview we could also establish whether or not certain advertisements had some key elements missing, that a person might want to see when searching for a job. Such information could not be obtained strictly through eye-tracking research alone. Structuring methodology of the research in such a way, allowed us to discover both subjective (individual preferences) as well as objective (visual attention patterns) factors, which help us in explaining attractiveness attributes of job advertisements.

A mixed- method research also enabled triangulation of findings in both parts/methods of the experiment, which allows for a deeper and more comprehensive information being obtained from the data (Dovetail Editorial Team, 2023). In such a way we could cross-validate the data (e.g., eye-tracking revealed what elements captured attention, while interview explained why it captured it) and identify discrepancies (e.g., does prolonged attention span have a meaning to it, or is prolonged gaze only triggered because of certain attention attracting elements – different text colour, bigger letters etc.). The in-depth/comprehensive information can be categorized as understandings and expectations of real-life job-searchers performing the act of searching for a job. To sum up, holistic view of mixed-method research presented us with results of what people do (through eye-tracking) and what they feel or think (through structured interview) while watching certain attributes. The data obtained from the research thus included both measurable patterns and deeper interpretative insights.

### 6.1.2 Data collection

Measuring method used in the eye-tracking research is called fixations. Fixations were measured with the help of desktop eye-tracker, a measuring instrument used in the SEB behavioural lab. The main metrics we focused on are number of fixations and duration of fixations on the certain part of a stimuli – employment advertisement. Each individual stimulus was also “dissected” into different regions also called Areas of Interest (i.e., AOI). These AOIs included signs, words, descriptions etc. related to either company name, what benefits company offers, description of work assignments, what the company expects from an individual and salary (if it was included in the ad). Such separation of stimuli into different AOIs made the analysis of results across stimuli much easier, as the data would show exactly which part of the advertisement attracted the most attention. In static stimuli, fixations and saccades were the basis for producing heatmaps (i.e., AOIs which attracts the most attention) (Tobii, 2024a), which we used to analyse the results of our research. Dynamic stimuli – videos cannot produce heatmaps, which is why we analysed those results by predetermining AOIs (e.g., human face, company logo, pop up text on the screen etc.) and evaluating how much and how many times a participants’ gaze has entered and lingered within a specific AOI. This was all done using Tobii Prolab software.

The term fixation is used when a persons’ gaze stays relatively fixed and focused on a certain point (i.e., usually measured as more than 100 milliseconds) (Charan, n.d.). The term used for rapid movement of eyes/gaze between fixation points is saccade. The algorithms of the eye-tracking equipment transcribe the raw data of a participants’ eye-movement and classifies it as saccades or fixations based on predetermined criteria in the system (i.e., scope and duration of the eye-movement) (Tobii, 2024b). The determination of which parts of the advertisement participants put most focus on, was made based on the analysis of fixations. Here we used “number of fixations” and “duration of fixations” as the two main metrics, when analysing specific regions of an advertisement (Tobii, 2024a). The first metric “number of fixations” basically means how many times participants’ gaze fixates itself on a certain point within the region of interest. Higher number of fixations can denote that a certain region within the advertisement attracted attention multiple times, hence is deemed important or attractive for a participant. While “duration of fixations” tells us whether a region is cognitively important/demanding or visually exposed, since it attracts participants’ prolonged focus. Based on number and duration of fixation heatmaps were produced and an analysis was made to determine which advertisements and which regions within an advertisement were most important for participants of this research. At the SEB behavioural lab, we used an eye-tracking equipment called Tobii pro x3-120, which was fitted directly under the computer screen where stimuli (i.e., job advertisements) were shown. The data obtained was analysed using Tobii Prolab software. Physiological instruments, which were used for measuring various physiological responses of the eyes and their movements were eye-tracking cameras and infrared lamps.

In order to ensure the integrity of the data, even before the start of the experiment, we needed to make sure that eye tracking equipment captured accurate data of eye movements and fixations of each individual participant, which was done through calibration procedure (for each participant) (Tobii, 2023b). After the calibration testing, Tobii Pro Lab calculated an assessment of accuracy based on where a fixation was detected and where it should have been. For each individual participant we tried to get as close as possible to the accuracy value 1 (i.e., no deviation between calibration points and detected fixation), however, all the values between 0.5 and 1.5 were also acceptable. In cases when accuracy values were 0.5 or less; 1.5 or more, we repeated the calibration process (even multiple times if necessary).

The visual stimuli which were shown to the participants were 10 static employment advertisements and 2 dynamic ones. The 10 static ads included 9 LinkedIn job advertisements and 1 e-Student Service advertisement. The LinkedIn job advertisements were specifically chosen due to a rising trend of advertising for a job opening and finding new employees on this specific social media platform (Koch et al., 2018). It seems to be the most effective platform created for this specific purpose (and posting professional - nonpersonal content). We added one e-Student Service ad in the mix, because our participant sample included students in the last year(s) of their study, which would mean that they could relate to e-Student Service portal the most. They should be used to where all the important job advertisement data lies, and we wanted to compare those results to other LinkedIn advertisements. All of the 10 static stimuli were screenshot taken directly from employment portals (i.e., LinkedIn and e-Student Service) – actual trending employment ads, square shaped and didn't fully fit the screen. The 2 dynamic stimuli were employment advertisements screen recorder from the TikTok platform. We chose TikTok as a source of our dynamic stimuli material due to abundancy of the use of the platform in daily lives of younger generations (Oberlo, 2024). Companies have realized that and started to use the platform to advertise for job openings, especially those who are looking for younger talent. This much was uncovered during our literary review on the topic and so we decided to include videos specifically from TikTok platform as well in our research.

The interview conducted after the eye-tracking experiment was a structured interview. This means that all the participants were asked the same set of predetermined questions in the same order, and we didn't deviate from those questions (Indeed Editorial Team, 2025). Our interview consisted of 10 specified questions pertaining to (1) job advertisement impressions, (2) important information, (3) role of visual elements, (4) experience related to job search and (5) final thoughts on eye-tracking research and research as a whole. Transcripts of interviews can be found in Appendix 5. We wanted the interview to complement and strengthen our results of the eye-tracking research, which is why we developed the questions in such a way that they elaborate on the results of eye-tracking. The questions were created as to conceptualize the important aspects of this research and practices in social media recruiting as learned in the literary review. We included only the questions on currently trending use of social media platforms/internet for recruitment.

Certain questions were longer and included further sub questions on the same topic, which is why they were asked separately on the interview, as to not cause confusion for participants on how to answer them. Some examples of questions asked on the interview include:

- Which ads did you remember the most? Why?
- Which information in the ad are most relevant to you (e.g., job title, job description, company, salary etc.)?
- Which ads would you single out as the most effective in providing information?

And some examples of longer questions with sub questions include:

- Did you prefer ads which included pictures or videos in comparison to the ones that didn't? Do you think pictures add value to an ad? In case of ads which included pictures, did you pay more attention to the picture or the text?
- What are your experiences regarding searching for job via the internet? Are the ads you see very different from the ads you see in your everyday life?

Interviews were recorded using audio recording equipment on a smartphone. Immediately after finishing the recording of the interview, the sound recordings were uploaded to an external drive of our mentor. After the transfer to the external drive, the sound recordings on the smartphone were deleted. During the recording of the interview, some notes were also written down for an easier transcription later on. When the research was finished, a transcription of the interviews was made (written on the computer using google docs, while listening to audio recordings), which can be found in the Appendix 5. The interviews were performed in Slovenian language. They were also originally transcribed in Slovenian language, but later those transcriptions were translated for the purposes of consistency of English language in this Master Thesis.

The interviews were conducted with each participant separately, immediately after the eye-tracking experiment, in order to ensure maximum memory retention of the stimuli shown in the eye-tracking. They were conducted in a room separate to the one where eye-tracking experiment took place, and they were performed in-person. All the data collection procedures were performed in a lab setting, as mentioned before, in the SEB Behavioural Lab. We made sure that room setup was consistent with all the participants (e.g., room lighting, sitting arrangement during the interviews, interview questions asked in the same order, normal room temperature etc.) so that we wouldn't influence the results of our research through such inconsistencies.

We were also careful when giving out task instructions prior to the eye-tracking experiment, so that all the participants got the same outline of instructions and that the instructions wouldn't influence the results, by being of a leading nature. The participants were told that they would view 10 static and 2 dynamic employment ads, which they had to skim through. There was no time limitation on viewing the ad (dynamic ads were viewable only once) and



the participants were told to put themselves in the mindset of looking for employment. They were also told not to make any head movements (only eye movement was allowed) during the experiment so that it wouldn't interfere with eye-tracker results. The whole experiment took up to 30 minutes per participant. Each individual part varied substantially depending on how much time a participant took to view each individual ad and how extensive they were when giving answers on the interview. Eye-tracking took anywhere from 6 minutes to 18 minutes, while the interviews lasted between 3 minutes and 12 minutes. There were no breaks between eye-tracking and the interview. We obtained an informed consent from each of the participants prior to the experiment, informing them how the data from research will be used and that their data privacy/anonymity will be ensured.

### 6.1.3 Data confidentiality

Data confidentiality and security of this research was attained by storing the data under participant codes, which were assigned when participants entered the room where eye-tracking was conducted, and not under their actual names. This means that right after a participant entered the lab, he/she "became a code" and was recorded as such for the purposes of this research. These codes don't allow for any correlation with the participants that were involved in this research or identification of the data. Prior to the research, all the participants were notified about the terms of storage, use and archiving of their data and results of this research. This was all included in the consent form, which they signed before the start of the experiment. The data obtained in this study will only be published in aggregated manner and not separately by each participant. All the data is safely stored on an external drive located at the SEB Behavioural Lab, until the end of the research (when the Master Thesis is approved and published). The data was deleted from all sources right after the completion of the research and analysis of the obtained results. At this point the results are stored only on an external drive of the responsible researcher.

During the course of this research, we were dealing with sensitive data. We were collecting data pertaining to parts and elements of employment advertisements, which make the ad more attractive or stand out more and gain more attention from participants. Metrics used, as mentioned before, were number of fixations on a certain part of the stimuli (advertisement) as well as duration of fixations. AOIs were predetermined at parts of the ad where there was mention of company name, company benefits, job description, company expectations, salary etc. The data are managed under sequential numbers and will be deleted after the research is finished. Both the results/data obtained from this research (which are safely stored on an external disk), as well as consent forms are stored for safekeeping with the co-mentor of this research. The data obtained for the purpose of writing this Master Thesis, will be used for this Master Thesis alone, which means that after completion of the work, the data used for this research will be permanently deleted from all sources. We don't plan on keeping access to this data for a limited period of time, with purpose of intellectual property or patent protection.

#### 6.1.4 Validity

In terms of validating the data in eye-tracking research, firstly the calibration procedure is what ensures the verification of measurement characteristics. Calibration sequence is a term used for the process, when the participants had to follow calibration points that showed up on their screen with their gaze. We adjusted the accuracy of eye-tracking based on those reference points (i.e., calibration points). Performing a calibration procedure is essential for providing high quality results (i.e., accurate), as this sequence enables the measurement of deviation between detected and actual points of gaze (Tobii, 2023b). During calibration process, we had issues with certain participants (specifically those who wore glasses that contained blue light protection) as the accuracy of calibration wasn't sufficient to continue the research. In those instances, we had to repeat the calibration phase (sometimes even up to four times). In the calibration process we used 5 calibration points to determine the accuracy. Following the calibration, an estimate of the accuracy of results was made based on the analysis of calibration errors (i.e., coincidental and systematic errors). After this procedure, identification of saccades and fixations was made with the help of algorithms used for analysis of fixations. Another measurement of the data accuracy was the analysis of variability within fixations. This refers to data reliability, as it measures the stability of the point of gaze during each fixation (Tobii, 2023a). After eye-tracking research, the results obtained were checked against the interview answers in order to achieve criterion validity. Basically, we compared the verbal answers of participants with eye-tracking data in order to check for any inconsistencies. Based on this comparison, we were able to estimate how well participants' thought processes and perception are captured through their gaze movement. Validity, accuracy and precision of the eye-tracking and interview data was achieved throughout these steps, as they provide a thorough verification of characteristics of measurement.

#### 6.1.5 Sample description

The participants who took part in our study were our colleagues and acquaintances who fit the criteria for participation in this study. They received a written invitation for participation in this study via e-mail/online. The invitation included the purpose of the research, how the research will be conducted and how the data from the research will be used. We also arranged a date which suited participants (the ones that agreed to do the research) the most, for the experiment. Prior to the experiment they were also informed about the procedures and research it-self in the SEB Behavioural Lab. Hence the participants possessed all the required knowledge to make an informed decision about participation in this research. They were also given consent forms for participating in the study and about the usage of their data. Anonymity of data was assured, as mentioned previously. Individual results of the study cannot be personally identifiable, since no personally identifiable information was collected, except for signatures on consent forms, which cannot be correlated to codes which

participants were assigned in the research, and only aggregated data will be published in this Master Thesis. No extra incentives were given for the participation in this study.

This study was conducted with 20 participants. This sample size was deemed adequate, because the research contained quantitative as well as qualitative method to support the results. This means that the results obtained by this research were of higher quality and each result provides more information than a normal (only) eye-tracking experiment would. The determination of sample size was also based on similar studies, like the one conducted by Rayner et al. (2008), and feasibility constraints.

Gender distribution is equal, which means 10 of the participants are male and 10 are female. Age distribution varied from 22-29 years old, while majority of the participants were between 23-25 years interval. The reached education level of all the participants is at least a high school degree, meanwhile most of the participants were within the last year of their undergraduate study, just finished their bachelor's degree and began their first employment or continued their studies to master's degree. Only a few participants just started out their full-time employment, while most of them are employed as students on top of their studies. More detailed participant demographics can be found in Appendix 4.

Our criteria for selection were separated by inclusion and exclusion criteria. Criteria for inclusion was based on age, which fits the profile of students finishing their studies (e.g., 22 – 35 years old), as well as their current status. The acceptable status for participation was either students who are finishing their studies or just finished their studies and are employed at their first full-time job. Our exclusion criteria were having low vision, poor knowledge of Slovenian language or current status being outside of the predetermined one (e.g., students who are not in their last years of study or full-time employees who didn't recently finish their education – more than 3 year full-time employed).

#### 6.1.6 Data analysis method

After collecting the data from all the participants, we exported the main indicators which we needed for our research. Those were heatmaps pertaining to each individual static stimuli, both in aggregated form (i.e., aggregated data from all the participants for each stimulus) as well as individual heatmaps for each participant separately. As heatmaps of dynamic stimuli cannot be procured, we also exported a table containing all the stimuli (static and dynamic), where the focus is on AOIs. This table contains all the important indicators for fixations, visits and glances of AOIs (e.g., total duration of fixation/visit/glance, average duration of, minimum/maximum duration of, number of, time to first fixation/visit/glance, duration of first etc.). As fixations were already explained, visits differ from fixations as they are interpreted as the time between the start of the first fixation on the AOI until the end of the last fixation on the same AOI (Tobii, 2024c). Glances are interpreted as time between the start of the saccade which leads to the AOI until the end of the last fixation on the AOI. Here it is important to note that exit saccade is not included (Tobii, 2024c).

Before analysing the data, we checked our table of metrics for missing values. Certain brackets of average duration of fixation, time to first fixation etc. had missing values. That is because in those instances participants didn't fixate on that particular AOI in that stimulus. For example, in some cases we have missing values of certain participants for AOIs called "Company title" or "application". This means that those participants didn't look in these areas where the AOI was marked. In those cases, number of fixations or total duration of fixations was equal to 0, that is why it confirms that no fixation has happened, and we can treat the missing values as undefined. This data was still included in the analysis to show which AOI participants fixated on the least. We didn't remove any rows with missing values as that would distort our analysis and all the rows with missing values were justifiable. If the number of fixations was larger than 0 and missing values still occurred in the same row (for the same AOI) this would indicate recording errors or that data collection is incomplete, however, we didn't encounter this in our research. All our metrics were set to standardized time units (i.e., milliseconds) so no conversion of time units was necessary. The only metrics which weren't in milliseconds were number of fixations/visits/glances. Those were shown in absolute values. Lastly, the results were checked for any outliers which might have occurred. After reviewing the data no outliers were found. As we only had 20 subjects participating in our research, we also decided not to remove any potential outliers from our research. There is a higher probability that removing some participant data as outliers, would negatively influence our results (e.g., removing key data which show significance of specific AOI), which is why we left the data as is.

After data processing and cleaning procedure, we organized the data for analysis. Firstly, we defined the key metrics of focus for our analysis, and those were fixation-based metrics. All the fixation-based metrics include total duration of fixation, average duration of fixation, minimum and maximum duration of fixation, number of fixations, time to first fixation and duration of first fixation. But the main metrics we would focus on are total duration of fixation and number of fixations. After we defined the key metrics, data was grouped for comparison. For static stimuli we acquired heatmaps containing aggregated fixations of all participants and mainly focused on those for our analysis. Table of metrics was only used to help us analyse the most attention-rich areas on heatmaps (most red part - red spots of a heatmap) in detail (Tobii, 2024a). Important thing to note here is that table is only a way to help the analysis of heatmaps and not the main analysis medium for static stimuli. Main analysis of static stimuli is done by analysing heatmaps, while dynamic stimuli can only be analysed using the table of metrics. Through heatmaps we aggregated fixation data by AOIs and media type. With the help of table of metrics, highest attention/fixation AOIs are also comparable across conditions. For example, we can filter out specific AOIs (e.g., competences) in different stimuli (e.g., across two or more job advertisements) and compare how "attractive" they were in each situation. The data is also comparable and can be assessed across individual differences. We filtered out specific AOI for a specific stimulus and compared the differences in key metrics (e.g., total duration of fixation and number of fixations) across participants to see if there were some individual deviations (i.e., assessing

the mean and SD for each AOI) from the aggregately determined highly attractive spots in heatmaps (i.e., red spots). Main areas of focus for the analysis were “Which AOI(s) received the most attention”, “Which AOI(s) received the least attention” and “mean and SD of total fixation duration/number of fixations compared across participants/AOI in individual stimulus”.

## **6.2 Data analysis**

### **6.2.1 Analysis of heatmaps and eye-tracker metrics**

As previously mentioned, we used Tobii Pro Lab to generate individual and aggregated (participant-wise) heatmaps of each static stimulus for our analysis. The most important thing to know when analysing heatmaps for eye tracking, is interpreting the red spots on an image (i.e., where participants’ eyes stayed longest or moved most frequently). Areas with red spots represent higher concentration of eye movements/fixations/attention, while green spots are interpreted as areas of less attention (e.g., eye fixations) (Tam, 2022). Areas of intermediate attention are yellow spots.

Looking at the first stimulus, an employment advertisement posted by company CTRL, the red spots were detected at job responsibilities, job position (which was offered in the ad), (required) competences and benefits (of the job position). Areas which received less attention were the ad publisher, company title, hashtag caption and application (email). We can use this preliminary analysis of heatmaps as a tool to help us know what to look for in the table of metrics and compare red spots on different AOIs further. We mentioned that red spots are affected by both total duration of fixation on particular AOI as well as number of fixations. This is why we need to examine both variables closely to determine the meaning and effect of an AOI on participants. Isolating only AOI called “competences” in CTRL stimulus, the mean of total duration of fixations is 7043,15 milliseconds while SD is 3727,98. Looking at the number of fixations for the same AOI, the mean comes to 39,75 fixations and SD is 18,95. The second most engaging area of focus was job “benefits”, and looking at total duration of fixations, it had a mean and SD of 2906,10 and 1906,88 milliseconds respectively. Calculating mean and SD for number of fixations, the numbers reached 16,25 and 10,01. Based on heatmap analysis as well as mean and SD calculation from the table of metrics, “application” email hyperlink was the least attractive AOI in CTRL job advertisement. The mean and SD of total duration of fixation were 113,90 and 155,37 milliseconds respectively, while for number of fixations the mean was 0,75 and SD was 0,85 fixations. More detailed analysis of other AOIs can be found in Appendix 4. Based on secondary analysis of table of metrics after analysing the red spots on heatmaps, we can see that the most attractive area for our participants by far was required “competences” for the job. This AOI will be kept under consideration in analysis of other stimuli (job advertisements) to see whether the same holds under different conditions (e.g., different AOI available, different ad composition etc.).

The second stimulus was a job advertisement posted by a company Lido. Analysing the heatmap of this advertisement, highest red spot concentration resides in the area where “required competences” for the job were stated. Some red spots are also noticeable where job time requirements and conditions (AOI called “job time schedule”) are stated, as well as on the “picture” posted next to the advertisement. Areas which received less attention are “job position” that is offered, “company logo” and the section which reveals “more information and application”. AOI with the highest number and duration of gaze fixations was “required competences”, which is the same as in the previous stimulus “competences”. The mean for total duration of fixations is 3201,40 milliseconds with a SD of 2303,20. Mean for number of fixations on the same AOI is 18,05 with a SD of 11,76. The second AOI, which received the most attention is “job time schedule” with mean being 2649,85 milliseconds and SD of 1184,21. Number of fixations averaged 15,4 fixations with a SD of 6,13. Based on both the heatmap analysis as well as the analysis made from the table of metrics, the least focus was put on AOI called “more information and application”. Total duration of fixations averaged 247,90 milliseconds with a SD of 197,94, while number of fixations had a mean of 1,55 and SD of 1. These last results show that the participants only grazed this AOI with their gaze before moving on. More detailed analysis of other less significant AOIs can be found in the Appendix 4. Again, the AOI pertaining to required competences for the job seemed to inspire the most interest among the participants, which could show its one of more vital components of employment advertisements.

Job advertisement posted by Marko Verdev from Mikro+Polo company was another stimulus shown to the participants. The largest red spot detected on the heatmap was under section of what makes the company different, or an AOI which we named “company description”. “Company name” was an AOI, which also contained a red spot, as well as an external link which led to “additional info” (external link was an AOI named “additional info”). The stimulus was also segmented into other AOIs, which didn’t attract as much attention as others, judging by the heatmap, however they were still gazed upon for shorter periods of time. Those AOIs include “ad publisher”, “external job ad” (which was a link to a YouTube video of job advertisement presentation, however not accessible in this experiment as advertisements were screenshots taken from job advertising channels), “hashtags” and “introduction” paragraph. Based on the analysis of table of metrics for “company description”, the mean of total duration of fixation was 8787,20 milliseconds, while SD was 5312,97 milliseconds. Such a high SD suggests a big spread of fixation data among the participants. Number of fixations for the same AOI had a mean of 48,35 fixations, with a SD of 25,40. Table of metrics analysis also revealed that the second most attention grabbing AOI was actually “external job ad” and not “company name” or “additional info”, as the heatmap suggested. This might be due to the nature of how AOIs were set as some AOIs cover a wider area (e.g., they include more information/data) and eye movements get spread out throughout the whole area (which means that heatmaps don’t produce such bright red spots only in one spot, but instead green and yellow patterns through the whole area). The least attention consuming attribute of this advertisement seemed to be “introduction”

with duration of fixation averaging 278,75 milliseconds and SD being 210,00. Number of fixations had a mean of 1,65 and SD of 1,18. Calculation of mean and SD of all the other AOI in this stimulus for both total duration of fixations as well as number of fixations, can be found in Appendix 4. Compared to stimuli cover so far, this job advertisement was designed a bit differently, as varied AOI suggest. In such a design, company description and external hyperlinks to additional information or video content seem to attract the most attention and interest in participants.

Employment advertisement posted on Slovenian student job portal called e-Student Service, was added as a stimulus to see how participants respond to the ad design, which they are used to. Since majority of our participants were students in last years of study, it was assumed that they had the most experience with this particular job portal. The biggest red spot on the heatmap can be seen on “job position” which was offered as well as “company info” which was hiring for that particular job. Another red spot was detected at the mentioned “salary”. Other parts of the stimulus were fixated on for shorter periods of time, as it is depicted with yellow and green spots on the heatmap. It is important to note here that an AOI such as “job description” even though it is mostly green and yellow spotted, this AOI covers a bigger area, than for example “salary”. It is also text-heavy and requires more attention, which can skew the results in the table of metrics. “Application” bracket seems to be the least looked at AOI on this stimulus. Analysing from the table of metrics, AOI which had the highest mean of total duration of fixation was “job description” due to the factors mentioned before. Mean was 5350,00 milliseconds with a SD of 3629,08. Mean of number of fixations for the same AOI was 30,5 and SD was 19,52. Judging by the mean of total duration of fixation “Job time schedule” was the least looked at AOI with 265,25 milliseconds, yet SD was considerably higher – 390,10 milliseconds. This is because of variability in results (e.g., many participants didn’t even look at this AOI, while some took a bit longer to examine this part) and as mentioned we didn’t exclude any potential outliers as that would significantly limit the data at our disposal. Fixations averaged a number of 1,5 with SD being 1,88. Analysis of other AOI with regards to their mean and SD of different metrics can be found in the table in Appendix 4. Judging purely from the heatmap analysis, we can see that in an environment (i.e., job advertisement design from student job portal) which our participants are used to, the most important data that receives the most attention is “job position” and “company info” as well as putting some significance on “salary”.

Trenkwalder Slovenia posted a job ad on LinkedIn, which we used in the eye tracking experiment. The heatmap of this stimulus shows a bigger number of more dispersed red spots, which means that many parts of this advertisement attracted attention (Figure 6). Based on those red spots, sections such as “company title and job position” and “job description” were the most attractive for our participants. But it is important to note that AOI “job description” covered a significantly larger area compared to others, and it was segmented into more parts, which again means that it required more attention than other AOI, as was the case with previous stimuli. Based on green spots, “hashtags” were looked

at the least. From table of metrics analysis, it is evident that “job description” was the most fixation invested AOI, as the mean for duration was 7998,80 milliseconds with SD being 3975,82. On average a participant fixated on the AOI 44,2 times with a SD of 21,05. The second most popular AOI was “company title and job position”. Both parts were displayed in the same paragraph on this ad, which is why we couldn’t separate those two elements(/AOIs) without interfering with the results. As mentioned in the heatmap analysis, “hashtags” had the lowest mean of duration of fixation, with it being 350,40 milliseconds and SD being 477,61 milliseconds. Number of fixations averaged 1,80 with SD being 1,91 fixations. Other calculations and data are available in Appendix 4.

*Figure 6: An example of clearly structured advertisement*

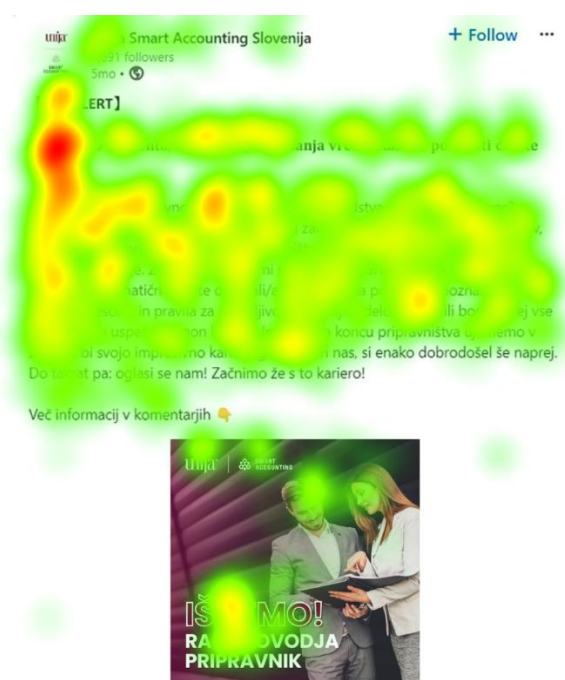


*Source: Own work.*

In this stimulus, both “hashtags” and “ad publisher” had a significantly higher SD compared to the mean of the same measure. The reasoning behind it is the same as with the previous stimulus and that is high variability in results. In the case of “ad publisher” some participants didn’t even look at this data, while others took significant time to examine it (e.g., participant who fixated on this part of the ad the longest had a total duration of fixation equal to 5099 milliseconds). The same would hold in a real-life situation when job-searchers are looking through job ads. Some wouldn’t even glance through certain data of the ad, while others would deem it important. This is why we chose to keep all the data from our participants and didn’t single out any potential outliers. The proportionate distribution of red spots on the heatmap shows that the ad was evenly engaging across different areas. This suggests that the content is well-structured, as the visual design attracts attention throughout the stimulus, as seen in Figure 6.



Figure 7: An example of poorly structured advertisement



Source: Own work.

Looking at a LinkedIn job ad posted by Unija, shown in Figure 7, the most noticeable red spot was in “introduction” section of the advertisement. This section also had its text boldened which could have attracted initial attention. The text below the introductory paragraph consisted of “job description” which is how we also set our AOI. Many green and yellow fixation spots can be seen throughout the whole “job description” section. However, what makes this part of the heatmap interesting is that some orange/bright red spots can be seen at the start of “job description” but later they turn into yellow and green spots. This suggests deviation of viewers’ attention. “Picture” in the ad also seemed to spark some interest in viewers, mostly the text on the picture as it contains yellow spots. Less attractive were AOIs called “more info” and “ad publisher” as they only contained green spots. Based on table of metrics analysis, AOI “job description” had the highest mean for total duration of fixation and that is 10735,05 milliseconds with a SD of 6816,29. Number of fixations had a mean of 59,5 and SD of 34,86. As this AOI covered the biggest area on the stimulus, this result is not surprising. If participants wanted to know anything about the job they had to read through the text. The least attractive AOI of this stimulus was “more info” with fixations duration mean of 236,05 milliseconds and SD of 309,50. Nm. of fixations averaged 1,2 and SD was 1,36. Larger SD compared to the mean comes down to many participants not even looking at that part of the ad. Other mean and SD calculations can be found in the table in Appendix 4.

Another stimulus in the eye tracking experiment was employment advertisement posted by company Valmor. Heatmap reveals several red spots on various sections of the ad. Area that

captured the most attention is “job requirements”. This is denoted by several red spots in this area. Other parts of the stimulus also contained some red spots such as “job position”, which was offered, and “introduction” sentence, probably due to use of boldened text and emotes. AOIs such as “ad publisher” and a hyperlink to “external job ad” obtained mediocre attention, as is represented by the yellow spots. Less attention was given to “hashtags” and “application” email stated at the end of the text, as those AOIs mostly included green spots. Overall, the heatmap shows a fairly even distribution of high-attention areas, which would suggest a good structure of the advertisement. Several areas attracted equal engagement with minor deviations towards the end. From a visual context, the design of this advertisement attracts attention well throughout the stimulus. From the table of metrics analysis, “job requirements” obtained the highest mean of total duration of fixation with 2791,80 milliseconds. SD was 1717,04 milliseconds. On average there were 15,45 fixations over “job requirements” with a SD of 8,43. Even though “job position” contained a red spot on the heatmap, it had among the lower AOI means for fixation durations of 280,90 milliseconds and SD of 380,11. This is partly due to the size of this area of interest and also because there was no demanding text that required longer spans of attention. Number of fixations averaged 1,55 with SD of 1,73. “Application” email was the least looked at element of the stimulus with fixation duration average of 167,90 milliseconds and SD of 228,07. Fixations averaged a number of 0,9 and SD of 1,12. Other calculations and data can be found in the table in Appendix 4.

Velev studios posted a job advertisement on LinkedIn, which included multiple job positions. Based on the heatmap analysis of this ad, red spots are distributed between the section that includes the “company title” and another section that lists available “job positions”. Some attention was also given to the “ad publisher”, as it is denoted by mostly yellow spots. Other parts such as “application info”, hyperlink to the “external application” and “hashtag” got least fixated on, as it is shown with green spots on those AOIs. The overall text also received less attention, as the red spots are mostly located where the text is coloured/boldened and where information is given by the bullet points (e.g., job positions). Calculating the mean and SD of all the AOI in this stimulus, the table of metrics revealed that “job positions” had the highest mean of total duration of fixations at 1688,20 milliseconds and SD of 835,66. Number of fixations averaged 9,7 fixations per participant for the same AOI and SD rounded up to 5,0. Based on the table of metrics, “ad publisher” didn’t get looked at by all the participants, however it still had the second highest mean for fixations duration of 1035,45 milliseconds and SD of 1357,95. This is because many of the participants that did look at the “ad publisher”, lingered their gaze on this specific data for longer periods of time. Later it was also discovered in the interview that one of the participants knew this ad publisher, which could explain the longer gaze pattern by that participant. Number of fixations for “ad publisher” had a mean of 4,55 and SD of 3,90 fixations. The least attractive AOI was “hashtag” written at the end of the ad, as it didn’t get looked at by more than half of the participants. Mean for duration of fixations was 71,65 milliseconds and SD was 144,29 milliseconds. Fixations averaged a number of 0,3 with a

SD of 0,47. Calculations for other AOIs such as “company title” can be found in the Appendix 4.

Vesna Opalk posted a bit longer job advertisement compared to the other LinkedIn ads that we used, containing more information (and areas of interest), which is why we decided to include this ad as well for comparison. In terms of red spots, most focus was put on information pertaining to “about the company” as well as “required skills/experience” for the job (important thing to note is that AOI called “required skills/experience” is the same as “competences” and “required competences” in previous stimuli. It is only named differently due to the nature of how information was given/labelled by the designers of the job ads). Another red spot can be seen in the introductory paragraph of the advertisement. We decided to isolate this section into an AOI called “introduction” as it contained boldened text and emojis, and we wanted to find out how these elements attract attention in viewers. As this advertisement was quite text-heavy, majority of red spots are situated on the left part of the screen where information was also given in bullet points (e.g., easier reading, more attractive, less cognitively demanding), meanwhile the whole text didn’t attract much attention for most of the participants. The least attention was put on “application” email posted at the end of the advertisement, as denoted by the light green spot. Analysing total duration of fixation in the table of metrics, AOI labelled “about the company” had the highest mean of 8788,35 milliseconds and a SD of 6401,40. Mean for fixations count was 43,25 fixations per participant with a SD of 29,63. What is interesting is that “introduction” AOI/paragraph also attracted considerable attention among our participants, even though “about the company” and “required skills/experience” cover considerably bigger area and had a lot more text to it. Deducing from that, using visual elements (e.g., boldened text, emojis etc.) can attract more attention in viewers of the ad. The least fixated on AOI was “application” email at the bottom of the advertisement with mean for duration of fixation at 169,65 milliseconds and SD of 209,22 milliseconds. Number of fixations had a mean of 1,15 and SD was 1,27. Other calculations are in the Appendix 4.

The last static stimulus analysed was a job ad posted by Vid Sedej on LinkedIn. The heatmap shows only one significant red spot on the advertisement and that was on “job requirements” (which is fundamentally the same as “competences”, “required competences” and “required skills/experiences” in other advertisements). In this area information was also given in bullet points, there were short sentences, and it contained a lot of emojis. All these factors contribute to attracting initial attention, since it is cognitively less demanding to process/read such information. “Job position” and “introduction” paragraph also received some interest, as it is denoted by mostly yellow and some bright red spots. What makes this introductory paragraph different from others in other stimuli, is the fact that this introduction paragraph is somewhat unconventional for job advertisements (the publisher mentions that he was already hiring, but he advertised the wrong job position). Less interesting parts of the advertisement were “ad publisher” and “application” email, as can be seen by green spots covering those areas. In contrast to majority of other LinkedIn stimuli used in this

experiment, this one provided information about “salary”; however, it didn’t attract much attention, as can be seen by some yellow but mostly green spots around it. Analysing the table of metrics, “job requirements” section indeed had the highest level of attention, as it was denoted in the heatmap. It is also important to note that area covered by this AOI is significantly larger than all the others, as it contains a lot of information. Total duration of fixation mean was 9935,35 milliseconds and SD was 5338,28 milliseconds. On average there were 52,9 fixations on “job requirements” and SD was 26,27. The least attention grabbing AOI “application” was on average fixated on for 411,30 milliseconds with a SD of 641,88 milliseconds (higher SD since not all the participants looked at this AOI, while some fixated on it for longer periods of time). Average fixations count for the same AOI was 2,15 and SD of 2,56. Calculation of other metrics can be found in table in appendix 4.

One of the dynamic stimuli that we used, was a job advertisement posted on TikTok social media platform by company Fabjan Aesthetics. As mentioned before, dynamic stimuli cannot produce heatmaps for us to examine, so instead we rely only on analysis of AOI within the table of metrics. Before conducting the eye-tracking research with our participants, we predetermined the AOI on the video to be: “Company” name (which was stated just below the video), “Face 1” and “Face 2” (we marked the faces people within the video ad), signs with written text on them that were shown in the video “iščemo” (this means “searching” in English), “dopust” (which means “vacation” in English) and “nove sodelavce” (which means “new colleagues” in English), and lastly we also marked the “text”, which was presented just below the company name and the video to see how many participants focused on that. This video advertisement lasted for 8 seconds, and based on the table of metrics analysis “Face 2” was the most fixated on AOI with fixation duration mean of 1442,15 milliseconds and SD of 870,38 milliseconds. There were on average 5,75 fixations within this AOI and SD was 3,02. “Face 2” was face of the woman on the right in the video, while “Face 1” was the face on the left. Most of the movement was happening on the right portion of the video, which could have influenced the results in favour of “Face 2”. The second highest mean for duration of fixations was on the AOI “dopust” (i.e., vacation) with 917,05 milliseconds and SD of 502,18. Number of fixations had a mean of 3,8 fixations and SD of 2,02. The least gazed at AOI was “text” posted below the video. Only 4 out of 20 participants looked at this AOI. Fixation duration averaged 125,05 milliseconds with SD of 353,49. Fixations had a mean of 0,8 fixations and SD of 2,28. The high SD of both metrics is accounted for such a low view rate of the AOI. Calculations pertaining to other AOI can be found in table in Appendix 4.

The last dynamic stimulus that was shown in the eye-tracking research was employment ad from TikTok, posted by recruitment company Adecco about employment in KFC. The AOI that were set prior to conducting the research were: “Face” (faces of both people within the video were set as the same AOI, as there was only one person present within the field of view of the video at all points), “red text” which popped up twice, once in the beginning and once at the end of the video, and it included written version of what presenters were saying

in the video (i.e., “KFC is coming to Slovenija” and “sign up and taste success in the KFC family”), and “KFC logo” on the bucket shown at the end of the video. There were also 5 different brackets shown in the middle of the video, which contained various information about employment benefits. Those brackets were also individually marked as AOIs. They include: “fleksibilen delovnik” (i.e., “flexible working day”), “izobraževanje v tujini” (i.e., education abroad), “mednarodno okolje” (i.e., international environment), “plača” was AOI set for bracket which said - nadpovprečno plačilo (i.e., above average pay), and “zaposlitev NDČ” which was AOI set for the bracket – zaposlitev za nedoločen čas (i.e., permanent employment). This employment advertisement was twice as long as the previous one – 16 seconds. Analyzing the table of metrics, “Face” was the most looked at AOI in the video. It is also the only AOI, which was present throughout the whole video. Mean duration of fixations was 6660,95 milliseconds with a SD of 1058,42 milliseconds. Number of fixations had an average of 20,1 fixations and SD of 3,86. “Red text” was the second most looked at AOI with total duration of fixation average time of 1543,40 milliseconds and SD of 743,00 milliseconds. Nm. of fixations had a mean of 8,9 and SD of 4,18 fixations. Least attention was put on “KFC logo” shown at the end of the video. Mean time for duration of fixation was 101,95 milliseconds with SD of 95,08 milliseconds. On average there were 0,75 fixations on this AOI with SD of 0,64. Other AOI and their mean and SD calculations can be found in table in Appendix 4.

#### 6.2.2 Thematic analysis of structured interview

During thematic analysis of interviews several main themes, regarding important employment advertisement attributes, were discovered to be talked about frequently with participants. There were also some themes on missing or undesired attributes, which some advertisements contained. In order to support the trustworthiness of those themes, we also added some actual comments/answers procured from the participants of those interviews. Those (comments of the) participants will be identified only with information available in interview transcript: number of the participant (e.g., P1), gender and age. Five key themes, with regards to the topic on “what attributes make employment advertisements attractive” were discovered.

The first and most noticeable theme was preference towards video and visual content. Majority of participants stated that they preferred video-based advertisements in comparison to more text-focused ones. Some participants even expressed their preference towards visual content, before the question “did you like advertisements containing pictures or videos more?” was asked. The participants that expressed this preference, further advocated visual content (video ads and ads containing pictures) as requiring less cognitive effort to process, being more engaging and easier to remember. In the sub question relating to this specific topic some participants also went on to explain, that if relevant and professionally designed, those images add value to an employment advertisement. However, if a picture was added

to the advertisement only for the sake of being there (e.g., barebones photo with no meaning to it), that image had no effect on a participant.

Looking at our participant sample, 16 out of 20 participants (i.e., 80%) considered visual content to be more attractive when providing information about employment. This means that visual content seems to attract more attention, hence has a higher chance of effectively providing information about employment, since the viewers of those advertisements are more attentive. One of our participants (P20, female, 25) also disclosed that this has to do with the type of person she is “Yes, because I'm a visual type of person.” Another participant (P8, male, 25) added that the preference towards visual content has to do with decreased cognitive load “Yeah, it [video advertisements and employment advertisements containing pictures] got a little more attention. Maybe you are even a little more focused or you know you won't need that much mental effort to understand what they're trying to say.” Some participants gave interesting answers about visual content regarding their effectiveness in holding attention, however uselessness in providing important information about that job and company offerings. A participant (P11, male, 25) labelled video and visual ads only as more attractive and not also as more effective “They [video advertisements and employment advertisements containing pictures] definitely held my attention more, but if I were looking for a job, I'd probably skip them first.”

The second topic, which repeatedly arose among participants was the relevance of structured and concise information within an employment ad. As per many answers in the interview, it is of vital importance that job advertisements are clear, structured and minimalistic when it comes to length of the message. It helped the readers significantly when job ads were clearly sectioned, information were presented in bullet points and key information were bolded. The longer, more text-heavy ads, which didn't include any clear sectioning or bullet point only ended up getting skimmed through or completely ignored. A participant (P5, female, 24) labelled the most effective job ad in providing information to be:

I would say that the advertisement from Novartis on the e-Student Service is effective because it is short, concise and the information that is important is bolded, so of these here I think that this one covered the most [vital information].

One participant (P4, male, 25) even mentioned video ads to be effective in giving out information as long as they followed a certain structure with video edited text during the advertisement:

The couple of ads that were on LinkedIn seemed to me to be well written. This ad from TikTok, where they point [to the text], that works really well to make people read point by point and remember what they're saying. All in all, written texts that have very clearly visible and beautifully emphasized what they want to say and are structured, and videos with text editing.

The third theme pointed towards lack of information, rather than preferential and important information attributes, more specifically missing information regarding work conditions and salary. Especially when it comes to salary, the lack of transparency of this attribute or just a

general absence of this element seemed to frustrate participants the most. When they were asked whether any information was missing in ads 12 out of 20 (i.e., 60%) participants mentioned salary. A participant (P1, male, 23) said that “Many times, salary wasn’t mentioned”. Another participant (P10, female, 22) also emphasized the importance of salary disclosure for student work “A lot of information was not provided. The salary was not listed, from a student work perspective when you look at the hourly rates.” The last example shows that an oversight of such an element in an employment advertisement can lead to uncertainty in a job seeker. It can be discouraging to apply to a job posting, where there is lack of transparency in information. On top of salary, other elements pertaining to required job experience, work expectations and working conditions were also missed by a participant (P17, female, 26) “Yes, most of the ads didn't have the salary posted, but I don't really expect that. They did not have the length of the contract announced. Some ads were missing work conditions - what education do you need.”

When it came to general company descriptions certain degree of scepticism was noticed towards overly promotional language and generic information. Based on a participant (P12, female, 22), many advertisements contained too much generic text which deterred them from the ad “The last one [advertisement] because there was way too much text and it was monotonous.” Another participant (P11, male, 25) even mentioned that there was no concrete job details provided in specific employment ads, and that they overemphasized company culture:

There were quite a few advertisements, which were very long, a lot was written, but inside there was a lot of "filler", something about our team, our team is positive, our team is great, but then there were no expectations and salaries inside.

Overly promotional language with no clear goal or structure only makes an ad longer/harder to read, and can increase deviation from the ad. In these cases, the term “less is more” can hold, especially when dealing with younger generations, who are used to instant information procurement (Hughes, 2022). Generic texts without specific job-related information, were also associated with AI-generated content by some, as was stated by a participant (P7, female, 22) in the interview “Yes, it seems to me that in most cases, things are written that were probably created by artificial intelligence and have no real significant value for the job seeker. LinkedIn ads in particular seemed like this in most cases.” Such associations usually led to losing interest in the ad as it was seen as lacking credibility with no real value to it.

The last theme that arose, related to questions regarding employment advertisements was variation in experiences, depending on the platform where job search was conducted. The participants were asked to compare their everyday job-searching experience to the ads, which were shown to them. There seems to be quite a noticeable difference depending on job search platform chosen, specifically comparing LinkedIn, student job portal (i.e., e-Student Service) and other social media platforms advertising for job openings (e.g., TikTok). A participant (P11, male, 25) reflected on the difference of posting job ads on various platforms:

... I think it makes a big difference where the ad is posted. On some social networks, the whole thing looks a little more boring, somewhere you are limited to the number of characters and then you have to write the ad in a shorter format.

It is important here to note that big majority of our participants have the most experience with e-Student Service. As being students within last years of their study, it is expected that they were mostly looking for part-time student employment, which is the easiest to find on a student job portal such as e-Student Service. Keeping that in mind, it is natural to assume that they are used to employment advertising structure of said student job portal and there can be some preferential bias involved when it comes to this platform.

Following up on that, well designed structure and clarity seem to be the leading attributes as to why our participant sample praises student job portals. E-Student Service was also singled out by one of our participants (P6, female, 24) due to unique tools it possesses, that ease the job search:

I mostly searched through e-Student Service, very rarely through other portals. I like e-Student Service because you can quickly filter, for example, legal services, and you can easily review everything you are interested in, or if you are looking for something more general.

Another participant (P20, female, 25) also praised e-Student Service due to its simplicity “I used to always look for jobs through e-Student Service, as I find it a simpler way to search for employment.” About half of participants also preferred the student job portal employment ads compared to LinkedIn ads, as they marked LinkedIn ads as lacking some important elements or just plainly being too long. One of the participants (P8, male, 25) also criticized overly promotional language (as mentioned in the previous theme), however lacking actually needed content to consider applying for the job “...Here [on LinkedIn], however, the directors wanted to present a friendly story, which is great, but it doesn't help me much.”

Lastly, the video advertisements coming from social media platform TikTok, seemed to be quite engaging among our participants, however, some mentioned that such advertisements lacked certain degree of depth and professionalism in order to actually consider them in a real-life scenario, as was mentioned by one (P3, male, 25) in the interview:

...As for the videos, it honestly turns me off because I feel like the company doesn't even try hard enough to make a professional ad. Maybe if the ads were more professional, it would be a different story, but these homemade, more amateur videos turn me off...

One participant (P17, female, 26) also mentioned that video advertisements which she saw didn't convince her to apply for a job “...I also saw a lot of job ads on social networks, but these ads didn't make me want to apply for a job.”



### 6.3 Results and findings

Firstly, it is important to note that within the table of metrics analysis there can be found many different AOI based on wording. However, in many cases these differently worded AOI refer to the same thing. We worded the AOI the way we did (e.g., differently phrased/different wording) due to the nature of how information was presented on employment advertisements. For example, certain stimuli contain an AOI “hashtag”, while others have “hashtags”. This is because some ads only contained one word in hashtag, meanwhile others had multiple. Another example of this is AOI “required competences” for a job. Differently worded AOI with the same meaning include “competences”, “job requirements” and “required skills/experience”. “More information” and “additional information” also have the same meaning. It is the same case for “company name” and “company title”, as is for “about the company” and “company description”. Some AOI couldn’t be separated as they were too close on the advertisement, which could interfere with results, so we decided to join those AOI together into one (e.g., “more information and application” and “company title and job position”).

Based on analysis of tables, the most attractive area of interest on job advertisements, was required competences for a job. On average, the area pertaining to this part of a job ad had the longest fixation durations and the highest fixations count among all advertisements. In the absence of section with required competences or job requirements in a job ad, descriptions pertaining to either company or job were also attracting a lot of attention in terms of fixation counts and durations. If benefits and job responsibilities were stated in the advertisement, those too sparked some interest among our participants. The areas dedicated to elements such as hashtags, ad publishers or application sections were less attractive, as on average fixation duration and fixation counts were very low in these regions. As for the video advertisements, the presenters face seemed to attract the most attention as they were the most focused on area in both dynamic stimuli. Another interesting discovery was the use of written text within the dynamic stimulus (either edited text – red text in Adecco ad, or written text on signs used by presenters – signs which were flipped for additional information on Fabjan Aesthetics advertisement). This written text helped guide viewers’ attention and focus on what is important within the ad (as was also disclosed on interviews). Text which was not included in the ad (but was posted bellow it), however got barely any recognition at all. When comparing certain heatmap analysis together with fixation analysis, in some instances a heatmap showed a red spot, meanwhile fixation analysis uncovered some other element/AOI (which had more yellow spots than red) as the one with highest fixation duration. This is due to the area which was assigned to each individual AOI. Some AOIs covered a wider area, because they contained more text and therefore, they required more attention to be processed. This led to varying results between some heatmap and fixation analysis, which is why we analysed both to help us determine the true meaning behind certain fixations and gazes. In a similar fashion, longer ads take more time to read through the

information, which is why actual (mean) fixation durations were only compared within each individual stimulus and not across stimuli.

Combining both heatmap analysis and analysis of fixations, it is evident that clearly structured job ads that have engaging sections (e.g., boldened or coloured text, bullet points, use of emojis etc.) and include required competences for a job within the ad, reap a higher degree of attention and engagement from the viewers. Attention was distributed differently based on different ad designs. Predictable engagement patterns can be drawn by familiar platforms. A job advertisement used in the eye-tracking research was identified as clearly structured based on heatmap it produced. An example of such advertisement was from a company Trenkwalder. There was a proportionate distribution of red spots on the heatmap of this advertisement, hence the visual design of the advertisement attracted attention throughout the stimulus. This means that multiple elements within this ad were equally engaging as viewers were equally interested in all those areas. In contrast, some longer, more text-heavy advertisements usually only contained some areas of high attention on the left side of the text, which then turned to yellow and green spots as you moved to the right side of the text (e.g., Unija advertisement). Red spots turning to yellow and green suggests deviation from the text/ad, which means the ad is not structured in a way that it would attract and hold viewers' attention. In a real-life scenario, such a structure could result in deviation from the ad as it is not attractive and inviting to read. This could be prevented with a better, more clear structure, where text of the ad is separated into engaging sections that divide different elements of the job advertisement (e.g., job competences, benefits, job description etc.).

Thematic analysis of the interview was used to complement our findings from heatmap and fixation analysis, and also to touch upon some key points about the meaning of certain gaze patterns and elements that cannot be captured purely through eye-tracking research. The interview confirmed the relevance of structured and concise information. The ads that only had one paragraph of information and didn't separate them in a meaningful fashion only got mentioned by interviewees with a negative connotation (e.g., deviation from the ad, too much text etc.). Meanwhile ads which segmented their information in a meaningful fashion got praised (e.g., separate paragraphs, use of bold text, key information in bullet points etc.). Some ads also included some generic information and used overly promotional language, which didn't add any value for participants of this research. It was mentioned by participants that such "filler" content only resulted in them losing interest and deviating from the ad, as it was seen also on the heatmaps of certain stimuli (e.g., red spots turning to yellow and green). On top of usage of generic information, some stimuli had certain key information segments missing, especially in relation to working conditions (e.g., what education is required, length of contract etc.) and salary. It was revealed in the interview that visual and video content added value to the job advertisement, at least from the point of grabbing initial attention and remembering the ad. It was stated that video/visual content requires less cognitive effort, is more engaging and therefore is easier to follow or less likely to deviate

from. Majority of participants also viewed video/visual content as more attractive/effective means of transfer of information. Lastly, varying experience was uncovered, depending on the platform used to view job advertisements, especially comparing student job portals (i.e., e-Student Service) and social media such as LinkedIn. Some preferential treatment was noticed towards student job portal as this is a platform which was mostly used by our participant sample to search for the job.

## **7 DISCUSSION**

### **7.1 Main overall findings of the research**

The job market today presents a moderately high number of job vacancies, making the job search process relatively easy for many individuals. Survey results indicate that the difficulty of finding a job is generally low, with most respondents securing a position after submitting fewer than ten applications. We can assume, number of job vacancies and difficulty of finding a job are inversely correlated, with higher number of job vacancies meaning lower difficulty of finding a job. However, the difficulty of job acquisition varies based also on factors such as the job field, level of education, and expectations for a job position. Furthermore, a substantial portion of job seekers continuously search for potential work opportunities, with 22% actively searching at least once or twice a week. This indicates a strong motivation among job seekers and a large pool of potential candidates, which benefits employers in finding suitable applicants for their job position.

Different job search channels play a crucial role in connecting candidates with job opportunities. Online platforms such as LinkedIn are widely used and trusted for job searches, due to their professional nature, as written in the research done by Eservel et al (2020) and confirmed by our own research. In the future, LinkedIn is expected to continue gaining popularity, while platforms like TikTok and X (formerly Twitter) remain ineffective for job searching due to credibility concerns. Additionally, student job portals, such as e-Student Service, are strongly preferred by younger job seekers. Many candidates are believed to be applying directly through company websites (Okolie & Irabor, 2017), which was confirmed also through our survey. Still, employment agencies are still expected to remain relevant, even though they receive mixed reviews due to perceived inefficiencies and a lack of direct employer contact, as discovered through our survey. Ease of use and the number of available job postings are the most influential factors in determining the preferred job search platform, while platform reputation and application duration are considered less important.

The structure and content of job advertisements significantly influence their effectiveness. This confirms stance taken by Arman (2023), that company's website (in our case job advertisement) aesthetics (in our case structure, e.g., colour, font, picture, resolution, use of white space...) and usability (in our case content, i.e., ability to meet desired objectives and

ease of acquiring information) influences the degree of user engagement. Clearly structured ads that use bold text, bullet points, and segmented sections attract more attention and engagement from job seekers. The most crucial sections within job ads include required competences, job descriptions, and benefits or bonuses. Ads that lack structure or present information in a dense, unformatted form often fail to capture interest and lead to disengagement. Missing key job details, such as contract length, educational requirements, and even salary, can cause potential applicants to turn away from considering a position. Heatmap and fixation analysis further reveal that structured ads distribute attention more evenly across sections, while text-heavy ads cause readers to disengage as they move through the content.

Video and visual content in job advertisements also play a significant role in attracting attention. Meszaros (2024) argued that short video content quickly captures attention of the viewers, especially younger ones. We also noticed that participants were engaged and more attentive of video and visual content. Ads featuring a presenter's face and dynamic text elements, such as on-screen written content or highlighted key points, tend to maintain viewer engagement more effectively. These visual elements require less cognitive effort to process, making the ad more memorable. Conversely, text placed below videos often receives minimal recognition. Employers can therefore improve engagement by incorporating visually appealing and interactive elements into their job advertisements. Interestingly, ads with video content are often used on social media sites, which were found to be considered less credible.

Besides advertisement structure, job seekers prioritize specific factors when evaluating job opportunities. Salary (economic value) and professional growth opportunities (development value) are the most critical factors, influencing a candidate's decision to apply for or accept a work position. However, work-life balance (social value), job autonomy (application value), and overall job interest (interest value) also play a substantial role. Looking at Berthon et al. (2005) proposed values, all are important for job seekers. However, economic and development values have resulted in being the most valuable to most in our research. Notably, half of surveyed respondents expressed a willingness to accept a lower salary in exchange for better work-life balance, demonstrating the importance of non-monetary job benefits. While larger companies are associated with higher salaries and job security (economic value), smaller companies are often preferred for their positive work environments, more connected teams (social value), and greater autonomy (application value). This indicates that all though proposed values (Berthon et al., 2005) do hold, we can roughly attribute certain values job seekers look for, to companies based on their size. We can assume those preferring economic value will more likely lean towards larger companies, while those preferring social and application values will go for smaller companies. Benefits such as remote work options and flexible hours can also be decisive factors for candidates choosing between similar job offers.

Table 3: Summary of results

Research method	Main conclusions and results
<b>Survey</b>	<ul style="list-style-type: none"> <li>- most popular job search channels are LinkedIn, e-Student Service (among students), employment agencies, employer website and personal connections</li> <li>- Salary, opportunity for professional growth, interest in work and work-life balance are the most important factors for job selection</li> <li>- majority of people prefer smaller sized companies, due to relationships between employees and more positive, relaxed work environment</li> <li>- many are willing to compromise on salary for better work-life balance, indicating multifaceted nature of job satisfaction</li> </ul>
<b>Eye tracking</b>	<ul style="list-style-type: none"> <li>- job ads containing clearly segmented information about responsibilities, job requirements and benefits lower the possibility of deviation from the ad and create higher engagement</li> <li>- long and text-heavy advertisements without meaningful structure tend to lose readers' interest</li> <li>- well-structured job advertisements with engaging elements such as bullet points, bold or coloured text, and visual content, capture and retain job seekers attention more effectively</li> </ul>
<b>Interview</b>	<ul style="list-style-type: none"> <li>- structured and concise information is relevant (e.g., separate paragraphs, use of bold text, key information in bullet points etc.)</li> <li>- "filler" content (i.e., generic information and used overly promotional language) only results in viewer losing interest and deviating from the ad</li> <li>- visual and video content adds value to the job advertisement (e.g., grabbing initial attention and remembering the ad)</li> </ul>

Source: Own work.

In conclusion, we were able to fully and partly confirm theories and assumptions gathered from other studies and literature. Through our own research we were also able to come to some main conclusions, which are presented in Table 3. To summarize, a competitive job market requires employers to optimize their recruitment strategies by using structured, visually engaging job advertisements and leveraging trusted job search platforms. Clearly defining key job details, offering professional growth opportunities, and addressing work-life balance concerns can enhance job attractiveness. Incorporating video content and interactive visuals further increases engagement, ensuring that job advertisements effectively capture and retain candidate's interest. By aligning job postings with candidate expectations and job search behaviours, employers can improve their chances of attracting and retaining top talent.

## 7.2 Forecasts of future trends

The job market and job availability are heavily dependent on the global economy; therefore, the job market can be expected to maintain a relatively high number of job vacancies if the economy continues to grow. As research showed, current number of vacancies is moderately high, which could decrease in case of recession or market shrinkage. With number of vacancies and difficulty of finding a job being inversely correlated, job search difficulty would increase in case of lower job availability. However, job search difficulty may still vary based on industry, skills, education, and location. In the research considerable amount of people browsed for job opportunities even while being employed and not actively looking for a new job. This shows a potential retention problem that employers could have, so in the future companies should focus not only at hiring new talent but also retaining it. Good recruitment strategy, that is integrated in the company's system, will allow them to identify, hire and retain talent (Leonard, 2023). These strategies should help lower the turnover rate, which is especially important in job positions where required knowledge and skills are hard to acquire.

With Gen Z being the most educated generations, degrees will lose their importance, and companies may shift towards skill-based hiring rather than solely relying on degrees. This can be backed by data provided by Eurostat (2024a; 2024b) showing that though generations are becoming more educated, they are not more likely to be hired. Certifications of additional training, experience, and demonstrated competencies will gain more importance in recruitment. This also signals, that students, who have already worked a student job, prior to being fully employed, could have advantage over students without any work experiences.

Flexibility of work location like nomad working and remote work will continue to be a major factor influencing job desirability (Kreacic et al., 2023). Hybrid and remote work already became a necessity rather than just benefit for some, so in the future we can expect this trend to continue. Furthermore, flexible work schedules, where employees can choose when to work throughout the day or week, could also become important. Similar to flexible work location, flexible work schedule allows the employee a degree of freedom and efficiency. It also helps employees achieve a better work-life, which is an important factor to many employees. With 4-day workweek on the rise (Abrams, 2025), this could also be a trend that we see more of in the future. The trend would also make job vacancies that have this possibility more desirable. Additional bonuses, like performance-based bonuses and fitness passes will also remain trending, especially if the number of available job positions remains the same or even increases.

Another possible trend we could see is salary transparency. This could especially be true for job positions, where salary would present an advantage over other job positions. Salary transparency does not come down to only being an advantage factor in terms of job and employee attractiveness, but is also important for decreasing the gender pay gap. Notably though, Slovenia has a relatively low gender pay gap compared to other European countries

(Eurostat, 2025). Still the market does respond to international trends, which could mean transparency will become more common. This could also be in relation to benefits becoming more important factors for accepting a position, therefore salary would lose some importance. This is not to say that the salary will not remain the most important factor when choosing a job.

As previously mentioned, employees increasingly prioritize mental health and personal well-being, therefore, companies that offer flexible schedules, additional paid leave, and better work-life balance will gain more attractiveness (Abrams, 2025). Additionally, relationships between co-workers are also important from aspect of well-being and overall atmosphere in the workplace, as shown by our research results. As employees perceive smaller companies to have better work atmosphere and their team being more connected, the smaller companies will continue to be popular in the future. This will be true, especially for candidates valuing workplace culture over salary and other financial compensation. It could also be an opportunity for larger employers to enhance their team cohesion and present that as their advantage. In case of market shifting towards labour surplus, then job positions offered by bigger companies that offer higher job security will become more desirable.

Companies could also start providing even more mentorship programs, trainings, conference participations, as career development is showing to be important for younger employees. Several articles also back that up, like those written by Brun and Duglas (2008), and Dhingra et al. (2021). This is due to, as previously discussed, large number of college graduates on the market. Additionally, younger employees do not have same experiences as more seasoned employees, to which professional development opportunities can be a solution. With increasing awareness about importance of know-how as an advantage in the job market, younger employees will likely continue to search for job opportunities that provide them. Employers who will not provide professional development opportunities in some capacity may have to deal with lower retention rate.

When it comes to job advertisements, they will continue to evolve and include different multimedia elements that could attract attention of potential position candidates (Eseryel et al., 2020; Koch et al., 2018). This could include use of video content, infographics, and interactive job descriptions to attract attention and improve engagement. The creativity of the job advertisement could be a factor in how memorable an ad can be. With the use of AI, more appealing ads can be more easily created. Additionally, texts for ads will also be likely even more frequently written with the help of AI. As job seekers favour structured ads that include required skills, benefits, and job expectations, ads that have them will have an advantage over those that are not as structured (Arman, 2023).

AI will be used even more in recruitment, especially on the employer's side, as artificial intelligence could do more time-consuming tasks such as resume screening (Okolie & Irabor, 2017), personalized job recommendations based on applicant's skills and knowledge, and even AI-driven chatbots for candidate queries, like we currently have for customers. This

will probably be used in bigger corporations, as such technology would represent a big financial investment. This would probably deliver the biggest return on investment in larger companies, where the number of job vacancies and the number of candidates applying is the highest.

Regarding job searching channels, LinkedIn will most probably continue to dominate as the primary job search platform. This is supported by articles written by Eseryel et al. (2020) and Koch et al. (2018), as well as our own research results, that speak in favour of LinkedIn use. Still other traditional channels, like directly through company's website and employment agency will also remain relevant. It is important to note that internet and online platforms will likely play a vital role, due to high digitalization of our society (Okolie & Irabor, 2017). Employers should, based on these trends, adapt their search process and increase their attractiveness.

### **7.3 Recommendations for employers**

Employers can optimize their recruitment efforts in several ways based on our research. By utilizing current recruitment wishes, trends and channels they can formulize a better job offer and in such a way gain a competitive advantage over other employers. Employers who wish to attract highly qualified young employee prospects should:

- focus on popular channels,
- leverage employment agencies and career fairs,
- ensure clear and informative job descriptions,
- offer flexibility in work location,
- emphasize professional growth and work-life balance,
- improve the candidate experience,
- adapt to the changing job market (by leveraging social media platforms),
- highlight company culture and values,
- prioritize bettering work relations,
- structure job advertisement in a way that it reflects the wants and needs of target audience (i.e., young employee prospects).

Firstly, choosing the right channel to promote open job positions is of vital importance for employers to reach a large enough pool of best suited candidates for the job. As per our survey, the best channel suited for this purpose is LinkedIn, as 69% of the participants have labelled it as the most popular and widely used platform for job searching. Networking, talent outreach and job postings are some of the areas of active engagement, which employers can leverage to come into contact with job candidates, and that is why employers should ensure that they are present on that platform. Professional networks and online platforms are anticipated to be employment trends of the future, shifting from currently important – personal connections, which are expected to lose relevance in the future. Another



channel that could be leveraged by employers to promote job openings, are employment agencies, which are especially useful for targeting hard-to-fill or specialized roles. 38% of participants mentioned that they would use employment agencies for job searching. Employers can also build trust with the agency by enhancing communication about the employment process, which would mitigate concerns about the lack of transparency with agency involvement. Career fairs are another rising trend for job seeking. Employers can utilize this trend by participating in such fairs, where they can directly meet different job seekers and in such a way expand their outreach.

The most important components of job advertisements seem to be job description and benefits, which a company offers. This is why such job describing content should be informative, written in detail, and it should clearly outline responsibilities, roles and compensation in order that it attracts the best fit candidates. Job advertisement should also include transparent information about salary. Such information can also be given as an indication of compensation or salary range, if the exact amount cannot be disclosed. Work-life balance has gained massively in importance (even more than before) as one of the key factors for job seekers during job selection process. As such, employers could gain an upper hand in attracting a bigger pool of applicants, by offering flexible work schedules or even a possibility of remote work. This can be supported by the survey analysis, where 76% of participants disclosed that location of a company plays a major role in their job selection decision. With remote work being in such a high demand, employers should start to consider it as a standard offering to attract talent instead of a benefit. On top of healthy work-life balance and high motivation connected to salary, job seekers also value opportunities for professional growth. As such, employers should outline how specific roles in the company contribute to employees' long-term growth and stress the significance of career development programs. Workplace culture should also be emphasized as enabling flexible working hours or/and remote work options, offering sufficient paid time off; factors that contribute to promoting a healthy work-life balance.

Job seekers primarily choose a job search channel based on its ease of use, which is why enhanced candidate experience should be a priority for employers. It needs to be ensured that websites and job portals chosen are user-friendly, easy to navigate and allow for simple CV uploads; so that the application process can be streamlined seamlessly. One example of "ease of use" in practice is implementation of better filters in online applications, which help job seekers quickly single out relevant job opportunities. Social media has also been gaining popularity as a rising trend for job searching. This is why employers would be savvy to integrate platforms such as Facebook and Instagram into their recruitment strategy, where candidates are increasingly looking for job opportunities and in such a way adapt to changes in the job market. As mentioned before, LinkedIn being the most popular job searching platform, is expected to continue growing in relevance. This is why employers should prioritize their efforts on this platform by engaging with potential talent, posting job

openings or sharing company updates, and in such a way maintaining an active presence on the platform.

Based on our survey company values, culture, inclusion and diversity aren't as important as some other factors of company offerings, however, that doesn't mean that they should be completely overlooked, as they still provide value for some. In cases where employers are looking for younger candidates, values such as corporate social responsibility and inclusivity might hold more weight than with older generations, which is why in that case companies should clearly articulate such organizational values. Many questioner respondents have also mentioned their preference towards working for smaller companies, as they are thought to have better work relations between colleagues. On the other hand, those that preferred bigger companies, it was usually due to reasons such as more opportunity for growth and promotions. Employers should therefore look at both aspects and incorporate them into their organization (e.g., having enough opportunities for career development, while keeping healthy work relations among their employees) and in such a way attract more viable job candidates.

Based on results of eye-tracking study and interviews, unnecessary text should be avoided when creating employment advertisements, as it does not help job searchers obtain the information that they want. It is usually viewed upon as a nuisance and only unnecessarily prolongs the job searching process; hence it can increase the likelihood of divergence from that particular job advertisement. Especially if a job advertisement is meant to be aimed at younger generations, immediacy is the key and therefore such a job ad should go straight to the point containing all the necessary elements (Hughes, 2022). This means that an employment advertisement, in terms of structure, should be clear and concise in order to deliver the main message of the ad in orderly fashion. In terms of purely attracting the audience to reading the ad, younger audiences prefer visually engaging content, to monotonous drawn out texts. This is why pictures or videos can help in attracting attention and making an employment advertisement memorable, however ads content/message is what keeps the attention and initiates consideration for applying to a particular job. Another crucial point in making a job advertisement stand out more is transparency of information, particularly pertaining to work expectations, working conditions and salary. If a job ad doesn't contain those crucial elements, many job searchers are immediately demotivated to research the job further, as they might think such a company isn't sincere with their information or they want to exploit them in a certain way. In those cases, job searchers are more likely to choose transparency rather than generic and over promotional words. And lastly, it is very important to consider what kind of platform to use for posting a job ad. Job searchers have different opinions of various platforms and use certain platforms for specific reasons (e.g., LinkedIn for professional context and searching for jobs, social media for leisure etc.). Therefore, differentiating their approach depending on the platform used to post job advertisements can yield better results. In such a way, the job advertisement poster can also appear more sincere and professional.

Looking at individual elements of job advertisements, certain elements should be adjusted in order to increase attractivity and decrease the cognitive load of reading through the advertisement. First and foremost, sections pertaining information about job responsibilities and competences were on average the most gazed at regions. These areas usually contained a red spot on heatmaps and had the highest total duration of fixation means. This could lead to a conclusion that these areas need some optimizing due to longer fixation cycles (e.g., long fixation durations and high fixation counts), which could suggest higher complexity of information provided. Employers and recruiters can fix this problem by enhancing readability of those segments, either through usage of bullet points, integrating some visual element or simplifying those sections as a whole. Engagement could be improved in some areas, which also receive a lot of attention, more specifically stated job positions and benefits which a company offers. Something as simple as highlighting key information concisely in those areas could amount to easier orientation through those sections and increase engagement immensely. Elements which often get overlooked by many viewers are hashtag words and application forms/emails. Especially in some stimuli which we used in our research; the application email often got overlooked by majority of our participants as it wasn't clearly outlined. In this case visual distinction is the key. Something as simple as separating the application email from the main text/paragraph or including some visual elements (e.g., boldening text, using emojis etc.) could increase visibility of this element. If some hashtag words are important, repositioning them to other parts of the advertisement could also attract more fixations. To sum up, the most important thing for a job advertisement to be attractive and engaging, is to have all the key elements (e.g., required skills/experience, job responsibilities, job position, benefits etc.) clearly listed and segmented (which can also be done with the help of visual elements), so that reader can distinguish which information can be found at what part of the advertisement. And regarding the quantity of text used for an advertisement, "less is more" usually holds as text-heavy advertisement filled with generic non-essential information, encourage deviation from the ad, while short, clearly structured and bullet pointed job advertisements increase attention and engagement.

#### **7.4 Limitations of research**

Limitations pertaining to the sample structure of the survey study include limited generalizability and sampling bias. The survey was mainly targeted at Slovenian students and recent graduates, using stratified and convenience sampling methods, which means that the survey results cannot be used outside of this context and inferred to other (non-Slovenian student and recent graduates) populations. Therefore, individuals of different demographic backgrounds (e.g., different educational backgrounds, or not part of the online groups) are not represented by this sample. As a result, the findings may not be generalizable to the broader workforce. Another sample related limitation was its size. Although the targeted sample size of 60 to 80 participants, was surpassed with 100 gathered completed responses, the sample size is still considered relatively small. A larger sample size could help with robustness and reliability of results and enable us to draw more definitive conclusions.

The participants in this survey had to divulge self-reported data. This type of data can lead to inaccuracy in responses, due to factors such as social desirability bias. Furthermore, validity of the data could also be affected as participants provided more socially acceptable answers, which are better aligned with expected behaviour. The online distribution of survey also excluded some participant prospects who are less comfortable with conducting online surveys or those who don't have reliable access to the internet. In such a way sufficient diversity of the sample could be limited (e.g., limited participation of less tech-savvy or rural area individuals). 17 participants dropped out before finishing the survey, which brought the completion rate of the survey up to 61,35%. Such a dropout rate could introduce some bias and affect the representativeness of the results, as the data of the participants who dropped out could systematically differ from the final result. Questionnaire is of a mixed-format design, which includes a wide variety of question types such as multiple-choice questions, Likert scale, open-ended questions etc. While this allowed us to gain more diversified data, it could have also led to confusion and fatigue among some participants, specifically applicable to more complex question formats. Framing of the questions and options provided for specific questions might have limited some answers, as they didn't capture the full range of participants' experiences and perspectives.

Efforts were made to manage and clean the missing responses and incomplete data (e.g., sub-questions and demographic responses), however the presence of such data subject to data handling, could influence the accuracy of the analysis. Certain variables could also lose on their representativeness, while handling of missing data might incorporate bias. Open-ended responses were analysed using content and thematic analysis, but insights from the responses could be limited in terms of interpretation and categorization. There could be some difficulties in drawing clear conclusions from open-ended responses, as they were less structured. Analysis itself might also be subjective in nature. The data was collected and analysed using 1KA platform, which means that results of the survey were also dependent on security and functionality of this platform. The data quality and accessibility could have been affected by any glitches or technical issues on this platform.

One of the most influential limitations of the eye-tracking study was the usage of screenshots and screen recordings as static and dynamic stimuli in the eye-tracking research. Since the stimuli were non interactive, this could have influenced the results to some degree. Certain elements of the job advertisements require the ability to click and interact, for them to be noteworthy and since those advertisements were only screenshots, such elements lost some of their significance. Those elements include AOI such as hyperlinks to external job ad video, hyperlinks to application forms or contact emails, hyperlinks that lead to (company) pages containing more information about the company/job position, ad publisher interactivity to enable further research on the recruiter, employer, company etc. Were the stimuli of interactive nature such components could have gotten more attention. There was also some preferential bias noticed towards e-Student Service, as majority of the participants were students finishing their education and they had the most experience with e-Student

Service job searching portal. More detailed explanation of this bias is mentioned in thematic analysis of interviews.

This research was performed in Slovenia and is limited to Slovenian context; therefore, it cannot be applied to other settings. Furthermore, the eye-tracking research included relatively small sample size of 20 students finishing their last years of study (i.e., employee prospects), which means that the results of attractive components of job advertisements are not representative for the whole Slovenian younger workforce population. In addition, the participant sample included prospects qualifying for higher skilled labour market, hence the results of this study cannot be applied to a broader population of younger employee prospects, which also includes lower skilled labour market. The data collected in the research by nature was focused primarily on understanding what (attributes) make(s) employment advertisement attractive and which channels are the most attractive for posting job openings/advertisements. However, it didn't include the point of view of employers and companies in terms of their experiences and expectations regarding job advertisements.

## **7.5 Opportunity for further research**

One recommendation is further research on how employer branding influences job seekers and their desire to apply for a specific job, especially employer branding in relation to work-life balance, career progress opportunities and company culture. Such research would help employers better understand the meaning of company's reputation and how it influences the top talents' willingness to apply for a job at such a company. Another interesting topic, which arose during our research is salary transparency (within a job advertisement) and its influence on job seekers' decision-making. The influence of (lack of) salary transparency on job search and selection process should be explored further, as a lot of different opinions on this topic were uncovered during our research (e.g., some interviewed participants mentioned that they missed salary information on job advertisements, while others said that they don't really expect such information to be disclosed immediately). Salary transparency could also be explored in more detail, for example "how specific salary information has to be" or "would a disclosed salary range reduce candidate dropout rate during the recruitment process".

Another area, which could be researched further is duration of each job searching process and whether it relates to the frequency of job searches. Individual job seekers could also be examined on number of applications they send to different job advertisements, their frequency and duration of job searching, and based on those variables how long it takes them to find a job. Such research could also be segmented for different industries. Different job search channels could also be analysed by their effectiveness. Those channels include employment agencies, university career centres, personal connections, LinkedIn etc. Their effectiveness would be determined by how often they lead to actual job offers – conversion

rate. For employers such research would help them single out channels, which provide the highest return on investment, so that they could invest more resources into those channels.

In terms of job preferences, remote work and its influence on employee effectiveness could be investigated. Especially with the growing importance of remote work and flexible schedules in the last few years, the influence of these factors on long-term employee retention and satisfaction could be further researched. A study into employers' attractiveness for a broader talent pool depending on remote work possibilities could also be made, and just how much remote work increases candidates' willingness to apply for a job/EmpAt. Demographic segmentation of job preferences is another area, where further research could determine how job preferences are affected by demographic factors. Here factors such as geographic location, age, educational level, work experience etc. could be taken into consideration when exploring job preferences like career development opportunities, importance of salary, work-life balance and many others. With the help of such research and understanding individual job preferences better, employers could tailor and segment their recruitment messages and job offerings to fit demographic specific groups' wishes better. The need for such segmentation and research is especially evident with different age groups and their different priorities and preferences, as trends change over time. With shifting priorities and trends changing over time, digital platforms are on the rise in terms of their growing importance for job market. That together with an increased desire for flexibility in work arrangements, call for longitudinal research on changing job market. Longitudinal study would enable tracking of evolution of trends in the job search process over time. Such insights could help employers to change their employment benefits, which they offer to match current and future wishes and needs of job seekers. Employers could also get closer to potential job candidates by integrating digital platforms, which are the closest to job seekers, into their recruiting strategy.

Different job application platforms such as LinkedIn, company websites, job boards like MojeDelo.com, etc. vary in terms of their effectiveness to attract qualified job applicants and the experience those job seekers had on each platform. This is why those platforms could be compared with one another to determine, which are the most effective in turning job applications into actual employees. The research could go even further and determine, whether certain platforms are better when hiring for a specific role in the company or type of industry. Based on the results of our survey research, most of the participants were hesitant to use employment agencies as a means of employment. Some job candidates also prefer other means of employment to agencies, as there is certain lack of transparency and concerns about salary discrepancies involved with employment agencies. Further research could be focused on assessing the value which employment agencies provide and what role do they play from both employers' and job seekers' point of view. Such research would also help employers address certain issues of agencies within their organization and with that improve their effectiveness, when dealing with employment agencies.

The eye-tracking study focused on overall attributes, which make an employment advertisement appealing to potential employees. This means that the key area of focus was structure of the advertisement, components of the advertisement (e.g., job requirements, job specification, salary etc.) and what was actually written in the advertisement. However, there is another area of job advertisements, which presents an opportunity for future research and that is how visual elements/attributes included in the ad influence or attract job seekers. More specifically, how specific design elements such as bold text, coloured text/segments, images, use of emojis etc. affect viewer engagement in a job ad. This study was structured as exploratory research, touching upon many attributes of employment ads. More structured study of different design would be required, to focus purely on the effects of the visual elements. Training of recruiters and its impact in the use of social media such as LinkedIn or TikTok, for recruitment purposes could also be explored in the future as one of the topics. For the purposes of better validation of results also pertaining to this research, future studies may want to contain themselves to using purely one method for research – quantitative, which would enable them larger sample sizes and higher validity scores (also validating the conclusions of this study).

## **8 CONCLUSION**

The findings of this research provide valuable insights into attributes that make job advertisements attractive, as well as job seekers' behaviours, expectations and preferences when searching for employment. Regarding the research questions, online platforms are becoming increasingly important in the job search process, particularly LinkedIn. LinkedIn with its nature for professional content, broad offering of job opportunities and ease of use, stands out as the most trusted and commonly used platform for job seekers. It is expected that for the purposes of job searching, social media platforms such as X (formerly Twitter) and TikTok will remain underutilized and less credible, while LinkedIn's popularity will continue to grow.

Currently the job market can be seen to have moderate-to-low difficulty of securing employment with a moderately high number of job vacancies, which means that it is relatively accessible, based on survey results. Majority of respondents stated that they submitted relatively few applications and found jobs quickly, which highlights the efficiency of current job search channels. However, certain individual factors caused variation in experiences. Most common individual factors include job expectations, work field and educational level. Significant portion of respondents also mentioned that they frequently search for new job opportunities, which would indicate an active pool of potential candidates motivated to find employment.

Employment agencies as well as direct applications through company websites, seem to hold a leading position in terms of most used job search channels, although the former received mixed reviews. Certain preference towards more transparent and streamlined hiring process

was reflected in most common criticisms of employment agencies, as they seem to lack direct employer contact and include a lengthy hiring process. The key factors influencing the choice of job search platforms were revealed as ease of use of the platform, as well as availability of job opportunities. Application time and platform reputation were considered as less influential factors in choosing a job search platform.

Specifically looking at job advertisements, detailed information about benefits and bonuses, as well as clear and accurate job descriptions, seem to be the main focus of job seekers. The significance of these factors come down to their role in helping candidates make informed decisions and determine their job fit. The survey results also uncovered the importance of opportunities for professional growth and salary as main elements of job attractiveness. Although salary holds main stimulatory function, many respondents have shown a willingness to compromise on pay for better work-life balance, which indicates to multifaceted nature of job satisfaction.

Eye-tracking research and interview data revealed that well-structured job advertisements with engaging elements such as bullet points, bold or coloured text, and visual content, capture and retain job seekers attention more effectively. Job ads containing clearly segmented information about responsibilities, job requirements and benefits lower the possibility of deviation from the ad and create higher engagement. On the other hand, long and text-heavy advertisements without meaningful structure tend to lose readers' interest and increase possibility of deviation from the ad.

Overall, this research highlights the importance of addressing job seekers' priorities in terms of job attractiveness, using professional and accessible job search channels, and creating clear and informative job advertisements. Employers who are looking to attract highly qualified job candidates should focus on optimizing their presence on highest recruitment potential social media platforms such as LinkedIn, emphasize factors such as work-life balance and career growth, and provide transparent and well-organized job postings, which include comprehensive job descriptions. If employers' recruitment strategies are aligned with job seekers' expectations and preferences, companies can improve their ability to attract and retain top talent in an increasingly competitive labour market.



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## **APPENDICES**



## Appendix 1: Summary in Slovenian

V sodobnem poslovnem okolju, ki ga močno oblikuje tehnološki napredek, demografske spremembe, globalizacija, geopolitične negotovosti ter podnebne spremembe, se tako podjetja kot tudi zaposleni soočajo z vedno večjimi izzivi na trgu dela. Digitalizacija, avtomatizacija in umetna inteligenca spreminjajo delovno okolje, pri čemer se delovna mesta zvijajo v nove smeri. Zaradi teh sprememb vprašanje privlačnosti delodajalca vse pomembnejše, saj morajo podjetja, če želijo pridobiti in zadržati najboljše kadre, oblikovati strategije, ki ustrezajo pričakovanjem iskalcev zaposlitve. Še posebej to velja za mlade generacije, ki šele vstopajo na trg dela in imajo pogosto drugačne prioritete pri izbiri zaposlitve kot pretekle generacije.

V okviru magistrskega dela sva raziskovala, kateri dejavniki vplivajo na privlačnost delodajalcev za iskalce zaposlitve ter kako mladi, predvsem diplomanti definirajo privlačnega delodajalca. Namen raziskave je bil ugotoviti ključne trende pri zaposlovanju, predvsem glede na spreminjajoča se pričakovanja mladih talentov in naraščajočo vlogo digitalnih kanalov pri iskanju zaposlitvenih priložnosti. Poleg tega naju je zanimalo, kakšen vpliv ima blagovna znamka delodajalca na njegovo privlačnost in katere lastnosti zaposlitvenih oglasov so najbolj pritegnile pozornost kandidatov. S tem sva želela podjetjem ponuditi konkretne smernice, kako izboljšati svojo strategijo zaposlovanja in povečati svojo konkurenčnost na trgu dela.

Teoretični del magistrske naloge je temeljil na pregledu sekundarnih virov, ki so obravnavali tematiko privlačnosti delodajalca, vpliv blagovne znamke delodajalca na zaposlovanje ter učinkovite strategije zaposlovanja preko različnih kanalov. V analitičnem delu sva izvedla empirično raziskavo, ki je vključevala kvantitativno metodo spletne ankete, s katero sva analizirala trenutne trende pri iskalcih zaposlitve in njihove preference pri izbiri delodajalca. Poleg tega sva uporabila metodo sledenja očem (eye-tracking), ki nama je omogočila vpogled v to, kateri elementi zaposlitvenih oglasov so najbolj pritegnili pozornost kandidatov in kako so se ti odzivali na različne vizualne ter vsebinske komponente oglasov. Po izvedbi eye-tracking raziskave sva izvedla fokusno skupino, kjer so udeleženci podali poglobljene vpoglede v to, kateri elementi zaposlitvenih oglasov so jih pritegnili in zakaj.

Raziskava je bazirala na naslednjih glavnih raziskovalnih vprašanjih: (1) Katere kanale iskalci zaposlitve najpogosteje uporabljajo za iskanje in prijavo na delovna mesta?; (2) Kako pogosto novi iskalci zaposlitve uporabljajo LinkedIn pri iskanju zaposlitve?; (3) Katere lastnosti zaposlitvenega oglasa so privlačne za potencialne zaposlene?; in (4) Kateri vidiki privlačnosti so najpomembnejši za iskalce zaposlitve pri iskanju zaposlitve?

V magistrskem delu je najprej raziskana teorija privlačnosti delodajalca in dimenzije, ki jo sestavljajo, ter kako se ta preko aktualnih trendov nanaša na trenutno generacijo diplomantov. Dalje je predstavljen pomen blagovne znamke delodajalca na uspešnost privabljanja talentov in zaposlovanja, ter kako se le-ta navezuje na dejavnike privlačnosti

delodajalca. Kako se blagovna znamka delodajalca predstavlja ciljni skupini ter kanale, preko katerih potencialni delodajalci lahko dosežejo kandidate, je predstavljeno v nadaljevanju. Pri tem je poseben poudarek na internetnih zaposlitvenih kanalih, ki imajo pri pridobivanju kadra vedno večjo vlogo. V nadaljevanju so predstavljeni rezultati raziskave o trendih slovenskih diplomantov, ki ustopajo na trg dela, s poudarkom na dejavnikih, ki vplivajo na stopnjo privlačnosti delovnega mesta oz. podjetja kot potencialnega delodajalca. To je nadgrajeno z rezultati iz eye-tracking raziskave ter intervjujev, na podlagi katerih so bili predstavljeni elementi in sestava oglasa, ki pri iskalcih zaposlitve najbolj pritegnejo pozornost. Na podlagi izsledkov raziskave je bilo oblikovano tudi mnenje o prihodnjih trendih na področju zaposlovanja med mlajšimi generacijami ter nasveti za podjetja kot delodajalce. Vedno večji poudarek se daje kulturi podjetja, priložnostim za razvoj in usklajevanju poklicnega ter zasebnega življenja. Medtem ko so bile v preteklosti ključne predvsem finančne ugodnosti, danes številni iskalci zaposlitve dajejo večji pomen fleksibilnosti dela, možnostim za izobraževanje in dobrim odnosom znotraj delovnega okolja. Poleg omenjenih trendov se spreminjajo tudi načini iskanja zaposlitve. Tradicionalni zaposlitveni portali ostajajo pomemben vir informacij, vendar družbena omrežja vse bolj pridobivajo na veljavi. Platforme, kot so LinkedIn in Facebook, omogočajo podjetjem neposredno interakcijo s potencialnimi zaposlenimi ter oblikovanje privlačne podobe delodajalca.

Na podlagi primerjave teoretičnih ugotovitev in empiričnih podatkov sva oblikovala zaključke o trenutnih trendih na področju privlačnosti delodajalcev ter podali priporočila za izboljšanje zaposlitvenih strategij. Magistrsko delo tako prispeva k boljšemu razumevanju dejavnikov, ki vplivajo na odločitev mladih iskalcev zaposlitve, in ponudi konkretne smernice za podjetja, ki želijo privabiti najboljše kadre v dinamičnem in konkurenčnem poslovnem okolju.

## Appendix 2: Survey questionnaire sample

We are Emil Volenik and Laura Markuš, postgraduate students at the School of Economics and Business, University of Ljubljana. As part of our master's thesis, Analysis of Employer Attractiveness for Graduates, we are conducting a study focused on identifying the factors that influence graduates' choice of employer.

The survey is anonymous, and the collected data will be used solely for research purposes. Completing the questionnaire will take approximately 10 minutes. We sincerely appreciate your participation and valuable contribution to our research.

Best regards,

Emil Volenik and Laura Markuš

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Q1: Have you ever looked for a job?

- ☐ Yes.
- ☐ No.

IF (1) Q1 = [1] (Yes.)

Q2: Have you ever been employed or are you currently employed?

- ☐ I am or have been employed.
- ☐ I haven't been employed yet.

IF (2) Q2 = [1] (I am or have been employed.)

Q3: Through which channel did you find current/last job?

- ☐ LinkedIn
- ☐ Facebook
- ☐ TikTok
- ☐ Employer website
- ☐ Employment agency
- ☐ e-Student Service
- ☐ Through a friend/family member
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q4: Which channels do you think are the most popular for job searching?

Select up to three channels.

- ☐ LinkedIn
- ☐ Facebook
- ☐ TikTok
- ☐ Employer website
- ☐ e-Student Service
- ☐ Employment agency

- ☐ Through a friend/family member
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q5: What channels would you use to find a job?

Select up to three channels.

- ☐ LinkedIn
- ☐ Facebook
- ☐ TikTok
- ☐ Employer website
- ☐ e-Student Service
- ☐ Employment agency
- ☐ Through a friend/family member
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q6: What factors are most important to you/influence your choice of job search channel?

Select up to two factors.

- ☐ Ease of use
- ☐ Channel reputation/recognition
- ☐ Large number of advertised jobs
- ☐ Time spent applying for a job
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q7: Is there a channel you would never consider for job searching?

- ☐ Yes.
- ☐ No.

IF (3) Q7 = [1] (Yes.)

Q8: Which one and why?

\_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q9: How often do you use job search channels?

- ☐ 1-2 times a day.
- ☐ 1-2 times a week.
- ☐ 1-2 times a month.
- ☐ 1-2 times every six months.
- ☐ Once or less per year.
- ☐ I am not currently looking for a job.
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q10: How many times would you estimate you have been involved in the selection process (e.g., interview, testing) based on the number of job applications submitted?

- ☐ 1 in 10 or less applications.
- ☐ 1 in 11-20 applications.
- ☐ 1 in 21-30 applications.
- ☐ 1 in 31 or more applications.

IF (1) Q1 = [1] (Yes.)

Q11: How many times would you estimate you have been selected for a job based on the number of job applications submitted?

- ☐ 1 in 10 or less applications.
- ☐ 1 in 11-20 applications.
- ☐ 1 in 21-30 applications.
- ☐ 1 in 31 or more applications.

IF (1) Q1 = [1] (Yes.)

Q12: Do you use LinkedIn?

- ☐ Yes.
- ☐ No.
- ☐ I have a profile, but I don't use it.
- ☐ Other: \_\_\_\_\_

IF (4) Q12 = [1, 3] (Yes., I have a profile, but I don't use it.)

Q13: Have you ever looked for a job through LinkedIn?

- ☐ Yes.
- ☐ No.

IF (5) Q13 = [1] (Yes.)

Q14: Was the search successful (were you offered a job)?

- ☐ Yes.
- ☐ No.
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q15: Do you know what employment agencies are?

- ☐ Yes.
- ☐ No.
- ☐ Other: \_\_\_\_\_

IF (6) Q15 = [1] (Yes.)

Q16: Do you know any? Name it.

\_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q17: Employment agencies usually carry out the search and selection process, the first rounds of interviews, before you have interviews directly with the potential employer. Would you use employment agencies for employment? Justify.

---

IF (1) Q1 = [1] (Yes.)

Q18: Have you ever used any of the following job search channels?

Select all that you have used.

- ☐ LinkedIn
- ☐ Facebook
- ☐ Instagram
- ☐ Twitter oz. X
- ☐ TikTok
- ☐ YouTube
- ☐ Google+
- ☐ I haven't used any of the above yet.

IF (1) Q1 = [1] (Yes.)

Q19: Which recruitment channels do you think will be important in the future?

Select up to three channels.

- ☐ LinkedIn
- ☐ Facebook
- ☐ Instagram
- ☐ Twitter or X
- ☐ TikTok
- ☐ Employer website
- ☐ Employment agency
- ☐ Career fairs
- ☐ Through a friend/family member
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q20: Would you be willing to use new channels for job searching (that you haven't used before)?

- ☐ Yes.
- ☐ No.
- ☐ I don't know.

IF (1) Q1 = [1] (Yes.)

Q21: Do you have any suggestions for improving search channels for a better job search experience?



☐ Yes: \_\_\_\_\_

☐ No.

IF (1) Q1 = [1] (Yes.)

Q22: Rank the parts of the job advertisement in order of importance, with 1 being the most important part and 9 being the least important part of the advertisement.

Parts of advertisement:

Ranking:

Job title

1. \_\_\_\_\_

Benefits and bonuses

2. \_\_\_\_\_

Job description

3. \_\_\_\_\_

Company reputation

4. \_\_\_\_\_

Candidate expectations and qualifications

5. \_\_\_\_\_

Work location

6. \_\_\_\_\_

How to apply

7. \_\_\_\_\_

Company culture

8. \_\_\_\_\_

Job application deadline

9. \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q23: How would you rate the number of job vacancies in the current job market on a scale of 1 to 10, with 1 meaning very few job vacancies and 10 meaning very many?

\_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q24: How would you rate the level of difficulty in finding your last or current job on a scale of 1 to 10, with 1 meaning you had no problems and 10 meaning you had a lot of problems?

\_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q25: What do you like most about your current job/why did you choose this job?

Select up to three factors.

☐ Company culture

☐ Salary

☐ Work-life balance

☐ Company image

☐ Benefits

☐ Opportunity for growth/knowledge at a professional level

☐ Alignment of the company's values with mine

☐ Socially responsible and sustainable company behaviour

☐ Interesting work

☐ Freedom (autonomy) at work

☐ Using modern technology

☐ Opportunity for personal growth and development

☐ The company's concern for mental knowledge

- ☐ Reputation and integrity of management
- ☐ Other: \_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q26: Which company would you prefer to choose as your employer?

- ☐ Micro company (10 or fewer employees)
- ☐ Small enterprise (11-50 employees)
- ☐ Smaller medium-sized enterprise (51-100 employees)
- ☐ Larger medium-sized enterprise (101-250 employees)
- ☐ Large company (251-500 employees)
- ☐ Very large company (501 and more employees)

IF (1) Q1 = [1] (Yes.)

Q27: What attracts you most about the type of company you selected above?

\_\_\_\_\_

IF (1) Q1 = [1] (Yes.)

Q28: Please rate the importance of the following factors when choosing or having chosen a job. Rate the level of importance on a scale of 1 to 5, where 1 means not at all important and 5 means very important.

	1	2	3	4	5
Company values and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation and brand image of the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee experiences and opinions (about the potential employer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employer's commitment to diversity, equality, sustainability, socially responsible behaviour and inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Possibility of working remotely or flexible working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IF (1) Q1 = [1] (Yes.)

Q29: Do the following statements apply to you? Rate from 1 to 5, where 1 means not at all true and 5 means completely true.

	1	2	3	4	5
I am willing to accept a lower salary for a job that offers better benefits and work-life balance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The location of the company influences my decision to accept a job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IF (1) Q1 = [1] (Yes.)

Q30: Would you like to add or tell us anything else in connection with the previous questions and their content?

- ☐ Yes: \_\_\_\_\_
- ☐ No.
- 

Q1: How do you identify yourself?

- ☐ Male
- ☐ Female
- ☐ Other

Q2: What age group do you belong to?

- ☐ 20 years or younger
- ☐ 21 - 25 years old
- ☐ 26 - 30 years old
- ☐ 31 - 35 years old
- ☐ 36 years or older

Q3: Current employment status?

- ☐ Unemployed
- ☐ Full-time employee
- ☐ Student not doing student work
- ☐ Student doing student work
- ☐ Other: \_\_\_\_\_

Q4: Are you currently looking for a new full-time job?

- ☐ Yes.
- ☐ No.
- ☐ Other: \_\_\_\_\_

Q5: What level of education have you obtained?

- ☐ Primary education
- ☐ Secondary education
- ☐ Higher education or first-level university education (undergraduate studies)
- ☐ Second-level university education (master's degree)
- ☐ Third-level university education (doctoral studies)
- ☐ Other: \_\_\_\_\_

Q6: In what field did you receive your education?

- ☐ Natural science and technology major
- ☐ Business and Social Sciences major
- ☐ Humanities major
- ☐ Artistic direction
- ☐ Healthcare major
- ☐ Sports direction
- ☐ Biotechnical major
- ☐ General education
- ☐ Other: \_\_\_\_\_

### Appendix 3: Survey responses and analysis

#### Raw data summary

Survey sample size: 100 respondents

Survey duration: December 2024

Method of distribution: Online, through 1KA platform

Survey completion rate: 61,35% of respondents

#### Participant demographics

Q1: How do you identify yourself?

Answers	Count (n)	(n_total) %
Male	43	43%
Female	57	57%
Other	0	0%
n_valid	100	100%
n_total	100	100%

Q2: What age group do you belong to?

Answers	Count (n)	(n_total) %
20 years or younger	0	0%
21 - 25 years old	55	55%
26 - 30 years old	31	31%
31 - 35 years old	14	14%
36 years or older	0	0%
n_valid	100	100%
n_total	100	100%

Q3: Current employment status?

Answers	Count (n)	(n_total) %
Unemployed	5	5%
Full-time employee	62	62%
Self-employed	4	4%
Student not doing student work	6	6%
Student doing student work	23	23%
n_valid	100	100%
n_total	100	100%

Q4: Are you currently looking for a new full-time job?

Answers	Count (n)	(n_total) %
Yes	20	20%
No	79	79%
If a good opportunity comes	1	1%
n_valid	100	100%
n_total	100	100%

Q5: What level of education have you obtained?

Answers	Count (n)	(n_total) %
Primary education	0	0%
Secondary education	17	17%
Higher education or first-level university education (undergraduate studies)	50	50%
Second-level university education (master's degree)	33	33%
Third-level university education (doctoral studies)	0	0%
n_valid	100	100%
n_total	100	100%

Question 6: In what field did you receive your education?

Answers	Count (n)	(n_total) %	(n_valid) %
Natural science and technology major	29	29%	29,6%
Business and Social Sciences major	39	39%	39,8%
Humanities major	5	5%	5,1%
Artistic direction	1	1%	1,0%
Healthcare major	9	9%	9,2%
Sports direction	3	3%	3,1%
Biotechnical major	2	2%	2,0%
General education	10	10%	10,2%
n_valid	98	98%	100%
n_missing	2	2%	
n_total	100	100%	

### Survey results and analysis

Q1: Have you ever looked for a job?

Answers	Count (n)	(n_total) %
1 Yes.	90	90%
0 No.	10	10%
n_valid	100	100%
n_total	100	100%

mode = "Yes."      mean = 0,9

Q2: Have you ever been employed or are you currently employed?

Answers	Count (n)	(n_total) %	(n_valid) %
1 I am or have been employed.	86	86%	95,6%
0 I haven't been employed yet.	4	4%	4,4%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = "I am or have been employed." mean = 0,96

Q3: Through which channel did you find current/last job?

Answers	Count (n)	(n_total) %	(n_valid) %
LinkedIn	7	7%	7,8%
Facebook	3	3%	3,3%
TikTok	0	0%	0,0%
Employer's website	12	12%	13,3%
Employment Agency	10	10%	11,1%
e-Student Service	17	17%	18,9%
Through a friend/family member	26	26%	28,9%
Audition	1	1%	1,1%
Through the faculty (website or professor)	5	5%	5,6%
Website MojeDelo.com	2	2%	2,2%
Newspaper	1	1%	1,1%
I personally contacted the organization and asked about the vacancies	1	1%	1,1%
Event	1	1%	1,1%
n_valid	86	86%	100%
n_missing	14	14%	
n_total	100	100%	

mode = "Through a friend/family member"

Q4: Which channels do you think are the most popular for job searching?

Channels	Per channel						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
LinkedIn	59	90	65,60%	10	100	59%	59	26,20%
Facebook	6	90	6,70%	10	100	6%	6	2,70%
TikTok	1	90	1,10%	10	100	1%	1	0,40%
Employer website	32	90	35,60%	10	100	32%	32	14,20%
e-student Service	45	90	50,00%	10	100	45%	45	20,00%
Employment agency	40	90	44,40%	10	100	40%	40	17,80%
Through a friend/family member	35	90	38,90%	10	100	34%	34	15,10%
Faculty website (Career center)	2	90	2,20%	10	100	2%	2	0,90%
Employment Service of Slovenia	3	90	3,30%	10	100	3%	3	1,30%
Employment portals (Better career, MojeDelo.com...)	2	90	2,20%	10	100	2%	2	0,90%
total							225	100%

mode = “LinkedIn”

Q5: What channels would you use to find a job?

Answers	Per answer						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
LinkedIn	53	90	65,60%	10	100	59%	59	26,20%
Facebook	9	90	6,70%	10	100	6%	6	2,70%
TikTok	0	90	1,10%	10	100	1%	1	0,40%
Employer website	44	90	35,60%	10	100	32%	32	14,20%



e-student Service	34	90	50,00%	10	100	45%	45	20,00%
Employment agency	36	90	44,40%	10	100	40%	40	17,80%
Through a friend/family member	34	90	38,90%	10	100	34%	34	15,10%
Faculty website	1	90	2,20%	10	100	2%	2	0,90%
Employment service website	2	90	3,30%	10	100	3%	3	1,30%
Employment portals (Better career, MojeDelo.com, Indeed ...)	3	90	2,20%	10	100	2%	2	0,90%
total							225	100%

mode = “LinkedIn”

Q6: What factors are most important to you/influence your choice of job search channel?

Answers	Per answer						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
Ease of use	59	90	65,60%	10	100	59%	59	26,20%
Channel reputation/recognition	29	90	32,20%	10	100	29%	29	12,90%
Large number of advertised jobs	47	90	52,20%	10	100	47%	47	20,90%
Time spent applying for a job	18	90	20,00%	10	100	18%	18	8,00%
Good filters	1	90	1,10%	10	100	1%	1	0,40%
Up-to-dateness of job vacancies	1	90	1,10%	10	100	1%	1	0,40%
Which jobs are advertised	1	90	1,10%	10	100	1%	1	0,40%
Good recommendation	1	90	1,10%	10	100	1%	1	0,40%
total							157	100%

mode = “Ease of use”

Q7: Is there a channel you would never consider for job searching?

Answers		Count (n)	(n_total) %	(n_valid) %
1	Yes.	12	12%	13,3%
0	No.	78	78%	86,7%
	n_valid	90	90%	100,0%
	n_missing	10	10%	
	n_total	100	100%	

mode = "No."      mean = 0,13

Q8: Which one and why?

Answers	Count (n)	(n_total) %	(n_valid) %
Social media platforms (with exception of LinkedIn) – unserious, possibility of scam	9	9%	75%
LinkedIn	1	1%	8,3%
Printed media – not practical	1	1%	8,3%
Employment Service of Slovenia – does not have most desired job vacancies posted	1	1%	8,3%
n_valid	12	12%	100%
n_missing	88	88%	
n_total	100	100%	

mode = "Social media platforms (with exception of LinkedIn)"

Q9: How often do you use job search channels?

Answers	Count (n)	(n_total) %	(n_valid) %
1-2 times a day.	4	4%	4,4%
1-2 times a week.	18	18%	20,0%
1-2 times a month.	12	12%	13,3%
1-2 times every six months.	10	10%	11,1%
Once or less per year.	7	7%	7,8%
I am not currently looking for a job.	39	39%	43,3%
Other	0	0%	0,0%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = "I am not currently looking for a job"

Q10: How many times would you estimate you have been involved in the selection process (e.g., interview, testing) based on the number of job applications submitted?

Answers	Count (n)	(n_total) %	(n_valid) %
1 in 10 or less applications.	73	73%	81,1%
1 in 11-20 applications.	13	13%	14,4%
1 in 21-30 applications.	3	3%	3,3%
1 in 31 or more applications.	1	1%	1,1%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

\*Considering all intervals are equal

mode = “1 in 10 or less applications.”      mean\* = 7,94      SD\* = 0.66

Q11: How many times would you estimate you have been selected for a job based on the number of job applications submitted?

Answers	Count (n)	(n_total) %	(n_valid) %
1 in 10 or less applications.	66	66%	73,3%
1 in 11-20 applications.	16	16%	17,8%
1 in 21-30 applications.	5	5%	5,6%
1 in 31 or more applications.	3	3%	3,3%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

\*Considering all intervals are equal

mode = “1 in 10 or less applications.”      mean\* = 9,39      SD\* = 0.82

Q12: Do you use LinkedIn?

Answers	Count (n)	(n_total) %	(n_valid) %
1 Yes.	53	53%	58,9%
0 No.	20	20%	22,2%
0,5 I have a profile, but I don't use it	17	17%	18,9%
Other	0	0%	0%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = “Yes.”      mean = 0,68

Q13: Have you ever looked for a job through LinkedIn?

Answers		Count (n)	(n_total) %	(n_valid) %
1	Yes.	40	40%	57,1%
0	No.	30	30%	42,9%
	n_valid	70	70%	100%
	n_missing	30	30%	
	n_total	100	100%	

mode = "Yes."      mean = 0,57

Q14: Was the search successful (were you offered a job)?

Answers		Count (n)	(n_total) %	(n_valid) %
	Yes.	16	16%	40,0%
	No.	22	22%	55,0%
	I turned down the job.	1	1%	2,5%
	I am currently waiting for an answer.	1	1%	2,5%
	n_valid	40	40%	100%
	n_missing	60	60%	
	n_total	100	100%	

mode = "No."

Q15: Do you know what employment agencies are?

Answers		Count (n)	(n_total) %	(n_valid) %
1	Yes.	53	53%	59%
0	No.	37	37%	41%
	Other	0	0%	0%
	n_valid	90	90%	100%
	n_missing	10	10%	
	n_total	100	100%	

mode = "Yes."      mean = 0,59

Q16: Do you know any? Name it.

Answers	Per answer						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
Workforce	1	53	1,90%	47	100	1%	1	1,50%
Rekruter	2	53	3,80%	47	100	2%	2	3,00%
Kariera	14	53	26,40%	47	100	14%	14	20,90%
Adecco	22	53	41,50%	47	100	22%	22	32,80%
e-Student Service	1	53	1,90%	47	100	1%	1	1,50%
Employment Service of Slovenia	4	53	7,50%	47	100	4%	4	6,00%
First class	1	53	1,90%	47	100	1%	1	1,50%
Mjob	1	53	1,90%	47	100	1%	1	1,50%
Trenkwalder	1	53	1,90%	47	100	1%	1	1,50%
Manpower	4	53	7,50%	47	100	4%	4	6,00%
Adjust	1	53	1,90%	47	100	1%	1	1,50%
MojeDelo.com	3	53	5,70%	47	100	3%	3	4,50%
Optius	1	53	1,90%	47	100	1%	1	1,50%
Dekra	2	53	3,80%	47	100	2%	2	3,00%
Adittec	1	53	1,90%	47	100	1%	1	1,50%
Compete	1	53	1,90%	47	100	1%	1	1,50%
Did not state any	7	53	13,20%	47	100	7%	7	10,40%
total							67	100%

mode = “Adecco”

Q17: Employment agencies usually carry out the search and selection process, the first rounds of interviews, before you have interviews directly with the potential employer. Would you use employment agencies for employment? Justify.

Answers (themes)	Count (n)	(n_total) %	(n_valid) %
Yes	38	38%	42,2%
Yes, but only in certain circumstances	15	15%	16,7%
Only employment agency	1	1%	1,1%
Not sure	9	9%	10,0%
No	26	26%	28,9%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = “Yes.”

Q18: Have you ever used any of the following job search channels?

Answers	Per answer						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
LinkedIn	46	90	51,10%	10	100	46%	46	40,40%
Facebook	17	90	18,90%	10	100	17%	17	14,90%
Instagram	9	90	10,00%	10	100	9%	9	7,90%
Twitter or X	0	90	0,00%	10	100	0%	0	0,00%
TikTok	0	90	0,00%	10	100	0%	0	0,00%
YouTube	1	90	1,10%	10	100	1%	1	0,90%
Google+	6	90	6,70%	10	100	6%	6	5,30%
I haven't used any of the above yet.	35	90	38,90%	10	100	35%	35	30,70%
total							114	100%

mode = “LinkedIn”

Q19: Which recruitment channels do you think will be important in the future?

Answers	Per answer						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
LinkedIn	72	90	80,00%	10	100	72%	72	30,10%
Facebook	4	90	4,40%	10	100	4%	4	1,70%
Instagram	15	90	16,70%	10	100	15%	15	6,30%
Twitter or X	3	90	3,30%	10	100	3%	3	1,30%
TikTok	16	90	17,80%	10	100	16%	16	6,70%
Employer website	36	90	40,00%	10	100	36%	36	15,10%
Employment agency	36	90	40,00%	10	100	36%	36	15,10%
Career fairs	30	90	33,30%	10	100	30%	30	12,60%
Through a friend/family member	25	90	27,80%	10	100	25%	25	10,50%
MojeDelo.com	1	90	1,10%	10	100	1%	1	0,40%
I don't know	1	90	1,10%	10	100	1%	1	0,40%
total							239	100%

mode = “LinkedIn”

Q20: Would you be willing to use new channels for job searching (that you haven't used before)?

Answers		Count (n)	(n_total) %	(n_valid) %
1	Yes.	74	74%	82%
0	No.	2	2%	2%
0,5	I don't know.	14	14%	16%
	n_valid	90	90%	100%
	n_missing	10	10%	
	n_total	100	100%	

mode = “Yes.”      mean = 0,9

Q21: Do you have any suggestions for improving search channels for a better job search experience?

Answers		Count (n)	(n_total) %	(n_valid) %
0	No.	74	74%	82%
1	Yes.	16	16%	18%
	n_valid	90	90%	100%
	n_missing	10	10%	
	n_total	100	100%	

mode = “No.”      mean = 0,18



Q21.1: Elaboration if answered “yes”:

Answers (themes)	Per answer						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
Greater channel visibility/exposure	2	17	11,80%	83	100	2%	2	11,80%
Better search channels	4	17	23,50%	83	100	4%	4	23,50%
Better breakdown by industry and area of work	2	17	11,80%	83	100	2%	2	11,80%
Stated (approximate) salary	5	17	29,40%	83	100	5%	5	29,40%
Easier channel use applying process	3	17	17,60%	83	100	3%	3	17,60%
More employer information	1	17	5,90%	83	100	1%	1	5,90%
total							17	100%

mode = “Stated (approximate) salary”

Q22: Rank the parts of the job advertisement in order of importance, with 1 being the most important part and 9 being the least important part of the advertisement.

Parts of advertisement		Answers									n_valid	n_missing	n_total	mode	mean	SD
		1	2	3	4	5	6	7	8	9						
Job title	Count (n)	22	4	10	9	17	6	4	10	8	90	10	100	1	4,41	2.76
	(n_total) %	22%	4%	10%	9%	17%	6%	4%	10%	8%	90%	10%	100%			
	(n_valid) %	24,4 %	4,4%	11,1 %	10,0 %	18,9 %	6,7%	4,4%	11,1 %	8,9%	100%					
Benefits and bonuses	Count (n)	14	15	15	10	13	6	11	3	3	90	10	100	2, 3	3,98	2.35
	(n_total) %	14%	15%	15%	10%	13%	6%	11%	3%	3%	90%	10%	100%			
	(n_valid) %	15,6 %	16,7 %	16,7 %	11,1 %	14,4 %	6,7%	12,2 %	3,3%	3,3%	100%					
Job description	Count (n)	25	26	10	10	3	3	3	4	6	90	10	100	2	3,19	2.50
	(n_total) %	25%	26%	10%	10%	3%	3%	3%	4%	6%	90%	10%	100%			
	(n_valid) %	27,8 %	28,9 %	11,1 %	11,1 %	3,3%	3,3%	3,3%	4,4%	6,7%	100%					

Company reputation	<b>Count (n)</b> <b>(n_total) %</b> <b>(n_valid) %</b>	1 1% 1,1%	11 11% 12,2 %	13 13% 14,4 %	16 16% 17,8 %	8 8% 8,9%	10 10% 11,1 %	15 15% 16,7 %	10 10% 11,1 %	6 6% 6,7%	90 90% 100%	10 10%	100 100%	4	5,17	2.33
Candidate expectations and qualifications	<b>Count (n)</b> <b>(n_total) %</b> <b>(n_valid) %</b>	4 4% 4,4%	17 17% 18,9 %	15 15% 16,7 %	12 12% 13,3 %	13 13% 14,4 %	13 13% 14,4 %	7 7% 7,8%	5 5% 5,6%	4 4% 4,4%	90 90% 100%	10 10%	100 100%	2	4,43	2.25
Work location	<b>Count (n)</b> <b>(n_total) %</b> <b>(n_valid) %</b>	5 5% 5,6%	3 3% 3,3%	20 20% 22,2 %	17 17% 18,9 %	13 13% 14,4 %	17 17% 18,9 %	9 9% 10,0 %	4 4% 4,4%	2 2% 2,2%	90 90% 100%	10 10%	100 100%	3	4,66	2.02
How to apply	<b>Count (n)</b> <b>(n_total) %</b> <b>(n_valid) %</b>	3 3% 3,3%	7 7% 7,8%	2 2% 2,2%	3 3% 3,3%	5 5% 5,6%	11 11% 12,2 %	11 11% 12,2 %	27 27% 30,0 %	21 21% 23,3 %	90 90% 100%	10 10%	100 100%	8	6,76	2.46
Company culture	<b>Count (n)</b> <b>(n_total) %</b> <b>(n_valid) %</b>	10 10% 11,1 %	6 6% 6,7%	3 3% 3,3%	7 7% 7,8%	14 14% 15,6 %	17 17% 18,9 %	15 15% 16,7 %	8 8% 8,9%	10 10% 11,1 %	90 90% 100%	10 10%	100 100%	6	5,44	2.54
Job application deadline	<b>Count (n)</b> <b>(n_total) %</b> <b>(n_valid) %</b>	6 6% 6,7%	1 1% 1,1%	2 2% 2,2%	6 6% 6,7%	4 4% 4,4%	7 7% 7,8%	15 15% 16,7 %	19 19% 21,1 %	30 30% 33,3 %	90 90% 100%	10 10%	100 100%	9	6,97	2.52

Q23: How would you rate the number of job vacancies in the current job market on a scale of 1 to 10, with 1 meaning very few job vacancies and 10 meaning very many?

Answers	Count (n)	(n_total) %	(n_valid) %
1	2	2%	2,2%
2	0	0%	0,0%
3	10	10%	11,1%
4	8	8%	8,9%
5	16	16%	17,8%
6	11	11%	12,2%
7	23	23%	25,6%
8	9	9%	10,0%
9	6	6%	6,7%
10	5	5%	5,6%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = 7      mean = 6,1      SD = 2.22

Min = 1    Max = 10

Q24: How would you rate the level of difficulty in finding your last or current job on a scale of 1 to 10, with 1 meaning you had no problems and 10 meaning you had a lot of problems?

Answers	Count (n)	(n_total) %	(n_valid) %
1	18	18%	20,0%
2	10	10%	11,1%
3	17	17%	18,9%
4	1	1%	1,1%
5	12	12%	13,3%
6	7	7%	7,8%
7	10	10%	11,1%
8	7	7%	7,8%
9	5	5%	5,6%
10	3	3%	3,3%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = 1      mean = 4,4      SD = 2.83

Min = 1    Max = 10

Q25: What do you like most about your current job/why did you choose this job?

Answers	Per answer						Total answers	
	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
Company culture	16	90	17,80%	10	100	16%	16	6,50%
Salary	39	90	43,30%	10	100	39%	39	15,80%
Work-life balance	33	90	36,70%	10	100	33%	33	13,40%
Company image	7	90	7,80%	10	100	7%	7	2,80%
Benefits	15	90	16,70%	10	100	15%	15	6,10%
Opportunity for growth/knowledge at a professional level	39	90	43,30%	10	100	39%	39	15,80%
Alignment of the company's values with mine	4	90	4,40%	10	100	4%	4	1,60%
Socially responsible and sustainable company behaviour	5	90	5,60%	10	100	5%	5	2,00%
Interesting work	36	90	40,00%	10	100	36%	36	14,60%
Freedom (autonomy) at work	27	90	30,00%	10	100	27%	27	10,90%
Use of modern technology	7	90	7,80%	10	100	7%	7	2,80%
Opportunity for personal growth and development	16	90	17,80%	10	100	16%	16	6,50%
The company's concern for mental knowledge	1	90	1,10%	10	100	1%	1	0,40%
Reputation and integrity of management	1	90	1,10%	10	100	1%	1	0,40%
I am no longer employed because there was too much mobbing.	1	90	1,10%	10	100	1%	1	0,40%
total							247	100%

mode = “Salary”, “Opportunity for growth/knowledge at a professional level”

Q26: Which company would you prefer to choose as your employer?

Answers	Count (n)	(n_total) %	(n_valid) %
Micro company (10 or fewer employees)	10	10%	11%
Small enterprise (11-50 employees)	31	31%	34%
Smaller medium-sized enterprise (51-100 employees)	22	22%	24%
Larger medium-sized enterprise (101-250 employees)	11	11%	12%
Large company (251-500 employees)	7	7%	8%
Very large company (501 and more employees)	9	9%	10%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = “Small enterprise (11-50 employees)”

Q27: What attracts you most about the type of company you selected above?

Answers		Per answer						Total answers	
Company preferred size	Reason	Count (n)	n_Valid	(n_valid) %	n_missing	n_total	(n_total) %	Count (n)	(n_total) %
Micro company	better/more personal work relationships	7	10	70,00%	90	100	7%	7	6,80%
	interdisciplinarity of work positions	2	10	20,00%	90	100	2%	2	1,94%
	overlook of the whole company	1	10	10,00%	90	100	1%	1	0,97%
	individualistic approach	1	10	10,00%	90	100	1%	1	0,97%

Small enterprise	better/more personal work relationships	15	31	48,39%	69	100	15%	15	14,56%
	not too big, not too small	8	31	25,81%	69	100	8%	8	7,77%
	quality over quantity	1	31	3,23%	69	100	1%	1	0,97%
	bigger impact on the company	2	31	6,45%	69	100	2%	2	1,94%
	less bureaucracy and more liberty	5	31	16,13%	69	100	5%	5	4,85%
	possibility of skills development	1	31	3,23%	69	100	1%	1	0,97%
	individualistic approach	1	31	3,23%	69	100	1%	1	0,97%
	get noticed more easily	2	31	6,45%	69	100	2%	2	1,94%
	prefer working with smaller group of people	1	31	3,23%	69	100	1%	1	0,97%
Smaller medium-sized enterprise	not too big, not too small	8	22	36,36%	78	100	8%	8	7,77%
	diversity of work	2	22	9,09%	78	100	2%	2	1,94%
	good organisation structure	3	22	13,64%	78	100	3%	3	2,91%
	opportunity for promotion	5	22	22,73%	78	100	5%	5	4,85%
	good work relationships	2	22	9,09%	78	100	2%	2	1,94%
	not overcrowded	1	22	4,55%	78	100	1%	1	0,97%
	diversity of people	1	22	4,55%	78	100	1%	1	0,97%
	not sure	2	22	9,09%	78	100	2%	2	1,94%
Larger medium-sized enterprise	bigger salary and benefits	4	11	36,36%	89	100	4%	4	3,88%
	the right number of employees; not too many people but enough for one to not have multiple roles	6	11	54,55%	89	100	6%	6	5,83%
	interesting work	1	11	9,09%	89	100	1%	1	0,97%
	not sure	1	11	9,09%	89	100	1%	1	0,97%
	bigger salary and benefits	3	7	42,86%	93	100	3%	3	2,91%

Large company	higher chances of promotion	1	7	14,29%	93	100	1%	1	0,97%
	internationality	1	7	14,29%	93	100	1%	1	0,97%
	teamwork	2	7	28,57%	93	100	2%	2	1,94%
	skill development opportunities	1	7	14,29%	93	100	1%	1	0,97%
	not sure	2	7	28,57%	93	100	2%	2	1,94%
Very large company	size and organisation of the company	3	9	33,33%	91	100	3%	3	2,91%
	higher chances of promotion and skills development	4	9	44,44%	91	100	4%	4	3,88%
	stability and less risk	2	9	22,22%	91	100	2%	2	1,94%
	adaptable work schedule	1	9	11,11%	91	100	1%	1	0,97%
total								103	100%

mode = “better/more personal work relationships” (Small enterprise)

Q28: Please rate the importance of the following factors when choosing or having chosen a job. Rate the level of importance on a scale of 1 to 5, where 1 means not at all important and 5 means very important.

Factors		Answers					n_valid	n_missing	n_total	Mean rank	SD
		1	2	3	4	5					
Company values and culture	Count (n)	7	8	17	36	22	90	10	100	3,64	1.31
	(n_total) %	7%	8%	17%	36%	22%	90%	10%	100%		
	(n_valid) %	7,8%	8,9%	18,9%	40,0%	24,4%	100%				
Work-life balance	Count (n)	3	2	8	29	48	90	10	100	4,30	1.17
	(n_total) %	3%	2%	8%	29%	48%	90%	10%	100%		

	(n_valid) %	3,3%	2,2%	8,9%	32,2%	53,3%	100%				
Salary	Count (n)	4	3	4	27	52	90	10	100	4,33	1.22
	(n_total) %	4%	3%	4%	27%	52%	90%	10%	100%		
	(n_valid) %	4,4%	3,3%	4,4%	30,0%	57,8%	100%				
Career development	Count (n)	3	5	8	29	45	90	10	100	4,20	1.22
	(n_total) %	3%	5%	8%	29%	45%	90%	10%	100%		
	(n_valid) %	3,3%	5,6%	8,9%	32,2%	50,0%	100%				
Reputation and brand image of the company	Count (n)	3	7	39	31	10	90	10	100	3,42	1.07
	(n_total) %	3%	7%	39%	31%	10%	90%	10%	100%		
	(n_valid) %	3,3%	7,8%	43,3%	34,4%	11,1%	100%				
Employee experiences and opinions (about the potential employer)	Count (n)	1	3	13	41	32	90	10	100	4,11	1.06
	(n_total) %	1%	3%	13%	41%	32%	90%	10%	100%		
	(n_valid) %	1,1%	3,3%	14,4%	45,6%	35,6%	100%				
The employer's commitment to diversity, equality, sustainability, socially responsible behaviour and inclusion	Count (n)	8	11	22	29	20	90	10	100	3,47	1.34
	(n_total) %	8%	11%	22%	29%	20%	90%	10%	100%		
	(n_valid) %	8,9%	12,2%	24,4%	32,2%	22,2%	100%				
Possibility of working remotely or flexible working hours	Count (n)	5	7	12	29	37	90	10	100	3,96	1.32
	(n_total) %	5%	7%	12%	29%	37%	90%	10%	100%		
	(n_valid) %	5,6%	7,8%	13,3%	32,2%	41,1%	100%				



Q29: Do the following statements apply to you? Rate from 1 to 5, where 1 means not at all true and 5 means completely true.

Factors		Answers					n_valid	n_missing	n_total	Mean rank	SD
		1	2	3	4	5					
I am willing to accept a lower salary for a job that offers better benefits and work-life balance.	Count (n)	4	9	27	31	19	90	10	100	3,58	1.21
	(n_total) %	4%	9%	27%	31%	19%	90%	10%	100%		
	(n_valid) %	4,4%	10,0%	30,0%	34,4%	21,1%	100%				
The location of the company influences my decision to accept a job.	Count (n)	3	5	14	32	36	90	10	100	4,03	1.22
	(n_total) %	3%	5%	14%	32%	36%	90%	10%	100%		
	(n_valid) %	3,3%	5,6%	15,6%	35,6%	40,0%	100%				

Q30: Would you like to add or tell us anything else in connection with the previous questions and their content?

Answers	Count (n)	(n_total) %	(n_valid) %
No.	88	88%	97,8%
Yes: Working from home and flexible working hours, where possible, are no longer a matter of creditworthiness but of hygiene. Therefore, they cannot be compensated for by salary.	1	1%	1,1%
Yes: MojeDelo.com is probably also a very important/most important channel for finding a job.	1	1%	1,1%
n_valid	90	90%	100%
n_missing	10	10%	
n_total	100	100%	

mode = "No"

## Appendix 4: Eye tracker results and analysis

### Participant demographics

Participant number	Gender	Age
001	male	23
002	male	23
003	male	25
004	male	25
005	female	24
006	female	24
007	female	22
008	male	25
009	female	23
010	female	22
011	male	25
012	female	22
013	male	23
014	female	24
015	male	24
016	male	29
017	female	26
018	male	24
019	female	23
020	female	25

#### Age statistics:


mean	SD
24,05	1,64


#### Gender statistics:

	male	female
absolute value	10	10
relative value	50%	50%

## Static stimuli

### *CTRL job advertisement*



**Maryana Schlauer** • 2nd  
Head of Agency at CTRL d.o.o.  
8mo • 

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#job

Išče se: Asistent vodje projektov v marketingu za nemško govoreče trge.

ctrl d.o.o. – smo ekipa predanih strokovnjakov za digitalni marketing, ki svojim strankam v Sloveniji in tujini omogoča digitalno transformacijo po principu vse-na-enem-mestu.

Iščemo proaktivno, zanesljivo in natančno osebo, željno novih izkušenj in izzivov. Dinamika dela zahteva, da ste pri svojem delu samostojni, odgovorni, hitri, samoiniciativni in se radi učite. Če vas veseli delo v dinamičnem okolju, se boste pri nas zagotovo dobro počutili.

Pričakovana znanja:


- Aktivno znanje nemškega jezika na nivoju C1 do C2 vključno s poznavanjem slovnčnih in pravopisnih pravil.
- Računalniška znanja (stopnja: zahtevno): urejevalniki besedil, delo s preglednicami.
- Poznavanje različnih socialni omrežij.

Nudimo:

- Zaposlitev za nedoločen čas ali študentsko delo ali kakršnokoli drugo obliko sodelovanja (s.p., pogodba).
- Možnost izobraževanja in razvoja kariere.
- Sodelovanje pri različnih projektih.
- Prijetno in stabilno delovno okolje.

Vaše naloge bodo:

- Pisanje in oblikovanje marketinških vsebin (članki, oglasi, vsebine za spletno stran...).
- Administrativna podpora projektom.
- Vodenje socialnih omrežij za naročnike.

Prijava: [maryana@ctrl.si](mailto:maryana@ctrl.si) 

### *Lido job advertisement*

#### **SAMOSTOJNI RAČUNOVODJA**



- Imate **voljo do dela s številkami** in podatki?
- Ste **pripadni** podjetju?
- Želite z nami **dolgoročno sodelovati**, uspešno napredovati in osebno rasti?


**Nudimo:**

- zaposlitev za nedoločen čas s polnim delovnim časom (40 ur/teden),
- 6 mesečno poskusno delo,
- začetek dela po dogovoru.

**VEČ INFORMACIJ  
IN PRIJAVA**





## Marko Verdev - Mikro+Polo job advertisement



**Marko Verdev** • 3rd+  
CEO @ Mikro+Polo d.o.o. Slovenia, CEO @ Lab Interior GmbH...  
1mo • 🔒

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 Zaposlujemo! 


V podjetju **Mikro+Polo** verjamemo, da je posel neskončna igra, kjer uspejo tisti, ki v svoje delo vnašajo kreativnost in veselje! 🚀


Si pripravljen/-a postati del ekipe, kjer vsak dan ponuja nove izzive in priložnosti za rast? Kjer vodenje ni le formalnost, ampak način, kako skupaj preoblikujemo izzive v uspehe in uživamo v tem, kar počnemo? Iščemo strastne posameznike, ki želijo so-ustvarjati z nami.

☀️ Kaj nas dela drugačne? ☀️

Pri nas delo ni samo obveznost, ampak priložnost za ustvarjanje in sodelovanje. Naš (pre)drzen zaposlitveni oglas je pritegnil pozornost, zdaj pa želimo, da se tudi Ti pridružiš našemu navdušenju!


Pridruži se podjetju, ki ceni vsak dosežek, vsako pridobljeno izkušnjo in vsakega člana naše ekipe.

 Preveri naše karijerne priložnosti tukaj: <https://lnkd.in/dn67RzTz>

 In ne zamudi spodnjega oglasa—ker kdo pravi, da morajo biti zaposlitveni oglasi dolgočasni?

#Zaposlujemo #PridružiSelgralcem #MikroPolo #InovativnostZNami  
#EkipaJeMogoča #PoselJelgra #KarijernePriložnosti #NavdihujočeVodenje  
#karijera #zaposlitev

Show translation



**Najbolj (pre)drzen zaposlitveni oglas**  
[youtube.com](#)

## e-Student Service job advertisement

### RAČUNOVODSKA DELA

 NOVARTIS FARMACEVTSKA PROIZVODNJA D.O.O.  
 LJUBLJANA IN DELO OD DOMA (HIBRIDNO DELO).  
VEROVŠKOVA ULICA 57  
 UPRAVLJANJE DENARNIH SREDSTEV & RAČUNOVODSTVO  
KUPCEV (TCM)

€ **7.31 €/h neto** (8.50 €/h bruto)

Iščejo študenta/ko ekonomije ali druge sorodne smeri, ki si želi pridobiti in nadgraditi svoje znanje o računovodstvu pri znanem farmacevtskem podjetju. Tvoje naloge bodo zajemale pomoč pri realizaciji plačil, usklajevanje bančnih izpiskov, komunikacijo s predstavništvi v tujini in mnogo drugega. Od tebe pričakujejo dobro poznavanje orodja Microsoft Office, da te zanima in veseli delo na finančno-računovodskem področju in aktivno znanje angleškega jezika. Možnost hibridnega dela.

Trajanje: **DLJE ČASA (ZAČ. IN OBČ. DELO)** • Šifra: **434252**  
Delovnik: **DOPOLDAN**

 Dodaj v izbor  
 Vsa dela podjetja

 VREČIČ DUNJA

**PRIJAVI SE NA DELO**

## Trenkwalder Slovenia job advertisement



Lara Pintar • 2nd  
HRM student at University of Ljubljana  
Smo • Edited •

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✚ V kadrovskem podjetju **Trenkwalder Slovenia** iščemo študentko/študenta, ki bi se pridružil oddelku za iskanje in selekcijo.

Če si ob študiju želiš nabrati še nekaj dragocenih delovnih izkušenj na kadrovskem področju in si na voljo 20–35 ur tedensko, te vabimo, da se nam čim prej oglasiš.

Tvoje delo bo zajemalo:

- spremljanje in raziskovanje trga dela,
- iskanje kandidatov po navodilih,
- pregled različnih podatkovnih baz,
- sodelovanje z vodjo HR projektov,
- pomoč pri različnih administrativnih delih.

Deležen/-a boš kvalitetnega uvajanja, mentorstva in udeležbe na zanimivih internih izobraževanjih. Če imaš raziskovalno žilico ter veselje do iskanja informacij in urejanja podatkov, te vabimo k sodelovanju!

Svoj življenjepis nam pošlji na [l.pintar@trenkwalder.com](mailto:l.pintar@trenkwalder.com)

#trenkwalder #jobalert #student #HR

## Unija job advertisement



Unija Smart Accounting Slovenija  
1,691 followers  
Smo •

+ Follow ...

### [JOB ALERT]

👤 Iščemo študenta, ki želi svoji zavidanja vredni karieri postaviti čvrste temelje.

👤 Načrtuješ impresivno kariero v svetu računovodstva in poslovnih financ? Odlično. To nas zanima. In ker taka kariera zahteva brezhibno poznavanje osnov, imamo zate pripravljen program pripravništva, ki bo tej karieri dal obsežne in zanesljive temelje. Z našimi izkušenimi mentorji boš lahko delal/a na konkretnih primerih, sistematično boste obdelali/a vsa potrebna področja, spoznal/a boš vse ustrezne veščine in pravila za zanesljivo samostojno delo, pripravili boste torej vse potrebno za uspešen zagon kariere. In če se ob koncu pripravništva ujamemo v želji, da bi svojo impresivno kariero gradil/a pri nas, si enako dobrodošel še naprej. Do takrat pa: oglasi se nam! Začnimo že s to kariero!

Več informacij v komentarjih 💬



## Valmor job advertisement



VALMOR energetske rešitve  
971 followers  
1w •

+ Follow ...

🚩 **Pridruži se naši ekipi!**

Smo mlada, ambiciozna in nadobudna ekipa, ki išče pomoč na področju **administracije** za podporo našemu poslovanju.

Kaj iščemo?

- Izkušnje z administrativnim delom
- Odlične komunikacijske in organizacijske veščine
- Pripravljenost za delo v hitrem in inovativnem okolju

Če si pripravljen/-a na nove izzive in želiš delati v okolju, kjer vsak dan prinaša nekaj novega, se nam oglasi!

📧 Prijavo z življenjepisom lahko pošlješ na [zaposlitev@valmor.si](mailto:zaposlitev@valmor.si) ali pa se prijavi preko portala.

#careeropportunity #administration #Valmor #teamwork


<https://lnkd.in/dV3KGwGN>

Show translation



Sodelavec/ka za podporo v zaledni pisarni in servisnem oddelku – energetske sistemi za industrijo (m/ž)  
optius.com

## Veleven studios job advertisement



Blaž Vižintin • 2nd  
CEO at Veleven studios d.o.o.  
2mo •

+ Follow ...

V Slovenijo prihajajo TikTok oglasi in naša **Veleven studios d.o.o.** ekipa je že v polni pripravljenosti na produkcijo video vsebin, ki se bodo na adsih najbolj obnesle.

Z nekaterimi naročniki smo že strateško pristopili k stvari in skovali načrt, na kakšen način bomo možnost oglaševanja najbolj izkoristili.


V agenciji se zaradi vse večjega obsega dela tudi kadrovsko krepimo, vse z namenom in končnim ciljem: zagotoviti najboljšo možno vsebino za svoje naročnike. Trenutno imamo nekaj odprtih mest za:

- video editorje
- snemalce/fotografe
- food assistant

Prijave sprejemamo na spodnji povezavi, tako da vse, ki vas sodelovanje zanima dobrodošli, da se prijavite. 😊

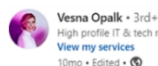
#job

Show translation



Prijava za delo v Veleven Studios (julij 2024)  
docs.google.com

## Vesna Opalk job advertisement



Vesna Opalk • 3rd+  
High profile IT & tech recruitment consultant with an outstan...  
View my services  
10mo • Edited •

+ Follow ...

Z velikim veseljem tokrat objavljam nekoliko drugačno delovno mesto kot običajno 😊

Iščem netipično HR osebo, ki bo imela priložnost, da resnično pusti svoje sledi.

**Sharing is caring, deli naprej, da ta izjemna priložnost ne zgreši pravih \*\* . Hvala!**

~~~~~

Za zelo posebnega naročnika iz IT panoge iščem **HR specialista za kulturo**, ki bo pomagal utrditi in dodatno razvijati to področje v podjetju z razpršenim teamom v regiji.

To je okolje, ki:

- ga povezujejo skupne vrednote in hkrati slavi drugačnost,
- kjer je odprta konstruktivna povratna informacija na vseh nivojih osnova za doseganje odličnosti in ne samo PR floskula,
- kjer je skrb za ljudi prva in glavna skrb vodstva, ki razume, da odličnost podjetja dosegajo zaposleni,
- kjer procesi niso sami sebi namen, ampak potrebni le tam in takrat, ko olajšajo delo zaposlenim,
- kjer nič ni vklesano v kamen, temveč predmet konstantnih izboljšav, da optimalno služi svojemu namenu.

Pravi oz. prava za to vlogo boš, če:

- ✓ imaš občutek in veselje delati z ljudmi (in to z izjemno inteligentnimi, ustvarjalnimi in tudi malo posebnimi),
- ✓ si zelo dobro artikuliran/a in rad/a tudi kaj napišeš,
- ✓ te bolj kot številke privlači ustvarjanje,
- ✓ si vedno poln/a idej,
- ✓ in znaš za te ideje navdušiti tudi druge,
- ✓ znaš sprejemati odločitve in speljati stvari od začetka do konca,
- ✓ imaš rad/a proste roke pri delu,
- ✓ znaš biti igriv/a in sproščen/a in hkrati visoko profesionalen/a,
- ✓ si tudi malo »odbit/a«.

Izkušnje iz HR-ja so zaželeno, ne pa tudi pogoj.

👉 Išče se prava oseba za to za podjetje izjemno pomembno vlogo, ki se lahko v nadaljevanju ali pa tudi že takoj **združi tudi z vlogo HR managerja** – odvisno od kompetenc kandidata/ke.

Česa NE bo med tvojimi zadolžitvami? Pregovarjanja z vodstvom, zakaj sta HR in kultura podjetja pomembna.

Too good to be true? Zagotovo ne! Preveri prek ZS ali se oglasi na [vesna.opalk@asta.si](mailto:vesna.opalk@asta.si).

Zelo se veselim, da se spoznava!

## Vid Sedej job advertisement



Vid Sedej • 2nd  
CEO at inHouse Marketing Agency | Mentor • Marketing Prof...  
2m •

+ Follow ...

Zadnjič sem objavil, da iščemo junior v adminu / PM.

Najprej hvala vsem, ki ste se prijavili, smo pa po tehtni analizi in daljšem premisleku ugotovili, da sem mogoče iskal napačen profil, tako da se hkrati tudi vsem oprostam 😊

No, zdaj pa zares;

👉 Iščemo Mid Media Buyer-ja za našo ekipo! 🚀

Imaš izkušnje z upravljanjem digitalnih oglasov in se spoznaš na platforme, kot sta Meta in Google Ads? Si pripravljen/a prevzeti odgovornost in voditi manjšo ekipo? Če te zanima delo v dinamičnem in rastočem podjetju, beri dalje!

Kaj pričakujemo:

- Vsaj 1 leto izkušenj z Meta in Google oglasi 📊
- Zaželjene izkušnje z vodenjem manjše ekipe 🧑‍💼
- Sposobnost razmišljanja in reševanja izzivov
- Osnove TikTok-a
- Želja po stalni rasti

Karakteristike, ki jih cenimo:

- Odzivnost in hitra prilagodljivost 🔄
- Zanesljivost in odgovornost v vseh situacijah 🤝
- Prijazen in profesionalen pristop do strank 🙌
- Strateško, nekonfliktno razmišljanje 🧠
- Sposobnost samorefleksije in želja po osebnem razvoju 🌱

Kaj ponujamo:

- Začetna plača med 2000 in 2800 € bruto (odvisno od predhodnih izkušenj in širine znanja) 💰
- Delo na lokaciji: Vrhnika 📍
- Možnost napredovanja in razvoja kariere 🚀

Če se prepoznaš v tem opisu in želiš biti del uspešne ekipe, te vabimo, da se nam pridružiš! Pošlji svoj CV na [vid@inhouseagency.si](mailto:vid@inhouseagency.si) ali nas kontaktiraj za več informacij.

## Heatmaps – static stimuli

### *Heatmap of CTRL job advertisement*



### *Heatmap of Lido job advertisement*





*Heatmap of Marko Verdev - Mikro+Polo job advertisement*



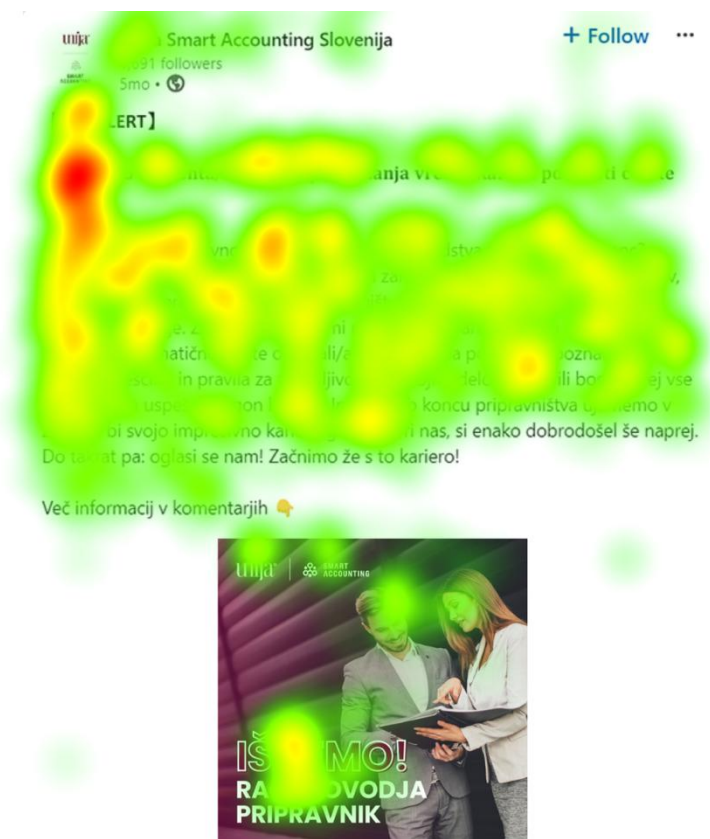
*Heatmap of e-Student Service job advertisement*



### Heatmap of Trenkwalder Slovenia job advertisement



### Heatmap of Unija job advertisement



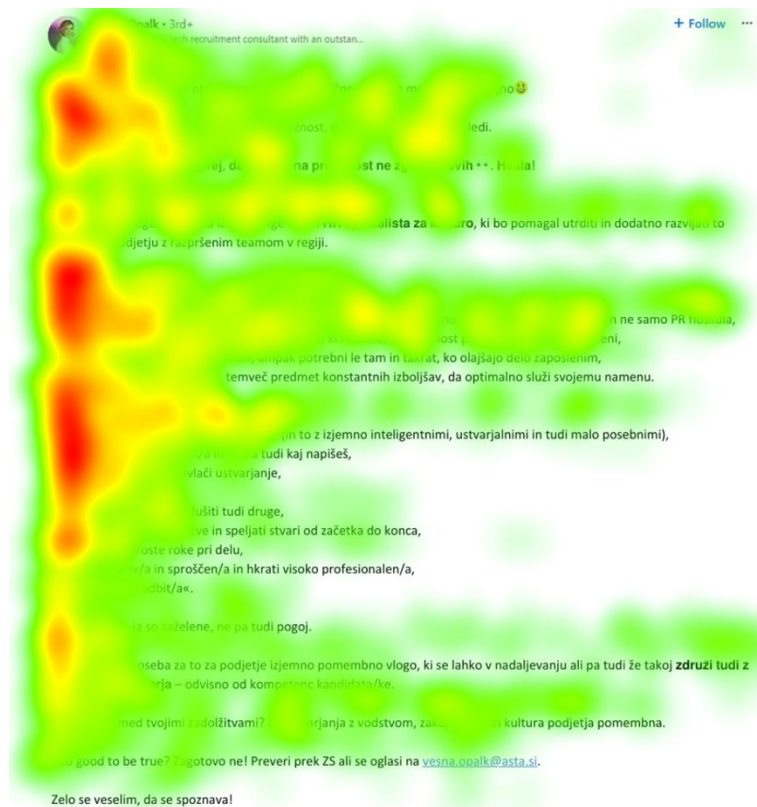
### Heatmap of Valmor job advertisement



### Heatmap of Veleven studios job advertisement



*Heatmap of Vesna Opalk job advertisement*



*Heatmap of Vid Sedej job advertisement*



## Eye-tracking AOI results and analysis

### 1. CTRL job advertisement

Total duration of fixations [ms]

| Participant number | Job position | Competences | Job responsibilities | Benefits |
|--------------------|--------------|-------------|----------------------|----------|
| 4                  | 3524         | 6258        | 3541                 | 3675     |
| 3                  | 758          | 4916        | 0                    | 542      |
| 6                  | 1632         | 13232       | 3558                 | 4966     |
| 19                 | 142          | 808         | 1400                 | 342      |
| 20                 | 2058         | 5025        | 533                  | 2608     |
| 10                 | 2434         | 9766        | 3308                 | 5074     |
| 18                 | 1658         | 9439        | 1908                 | 3057     |
| 13                 | 2925         | 12149       | 3333                 | 3800     |
| 2                  | 1481         | 7757        | 700                  | 1275     |
| 17                 | 3292         | 6091        | 1554                 | 5233     |
| 12                 | 1858         | 3983        | 850                  | 1100     |
| 15                 | 7182         | 7527        | 3715                 | 1425     |
| 9                  | 425          | 2466        | 1250                 | 1325     |
| 8                  | 1258         | 9000        | 6382                 | 4875     |
| 16                 | 2358         | 2516        | 350                  | 467      |
| 14                 | 1508         | 14299       | 4550                 | 6341     |
| 7                  | 1033         | 2126        | 950                  | 1925     |
| 1                  | 742          | 9141        | 1933                 | 1858     |
| 5                  | 2275         | 6516        | 2441                 | 2733     |
| 11                 | 2976         | 7848        | 3650                 | 5501     |

|       |         |         |         |         |
|-------|---------|---------|---------|---------|
| Mean: | 2075,95 | 7043,15 | 2295,3  | 2906,1  |
| SD:   | 1526,28 | 3727,98 | 1658,03 | 1906,88 |

| Participant number | Ad publisher | Company title | Hashtags | Application |
|--------------------|--------------|---------------|----------|-------------|
| 4                  | 1442         | 541           | 0        | 0           |
| 3                  | 1042         | 0             | 358      | 100         |
| 6                  | 325          | 750           | 0        | 0           |
| 19                 | 0            | 325           | 516      | 253         |
| 20                 | 383          | 750           | 200      | 0           |
| 10                 | 2089         | 741           | 217      | 192         |
| 18                 | 1233         | 1234          | 217      | 233         |
| 13                 | 0            | 267           | 0        | 633         |
| 2                  | 0            | 475           | 158      | 0           |
| 17                 | 1400         | 183           | 0        | 0           |
| 12                 | 0            | 117           | 208      | 208         |
| 15                 | 683          | 717           | 483      | 83          |
| 9                  | 0            | 417           | 0        | 175         |
| 8                  | 1820         | 1050          | 242      | 0           |

|    |      |      |     |     |
|----|------|------|-----|-----|
| 16 | 158  | 750  | 53  | 242 |
| 14 | 2375 | 1108 | 883 | 0   |
| 7  | 458  | 0    | 0   | 92  |
| 1  | 175  | 300  | 375 | 67  |
| 5  | 716  | 200  | 475 | 0   |
| 11 | 590  | 658  | 283 | 0   |

Mean: 744,45 529,15 233,4 113,9  
SD: 751,25 361,49 232,61 155,37

#### Number of fixations

| Participant number | Job position | competences | Job responsibilities | Benefits |
|--------------------|--------------|-------------|----------------------|----------|
| 4                  | 12           | 37          | 19                   | 21       |
| 3                  | 4            | 24          | 0                    | 4        |
| 6                  | 9            | 64          | 19                   | 27       |
| 19                 | 1            | 2           | 6                    | 1        |
| 20                 | 11           | 27          | 6                    | 15       |
| 10                 | 14           | 55          | 17                   | 28       |
| 18                 | 9            | 65          | 15                   | 20       |
| 13                 | 14           | 58          | 20                   | 19       |
| 2                  | 8            | 47          | 8                    | 11       |
| 17                 | 17           | 38          | 11                   | 29       |
| 12                 | 8            | 21          | 5                    | 3        |
| 15                 | 31           | 44          | 19                   | 9        |
| 9                  | 2            | 18          | 8                    | 7        |
| 8                  | 7            | 46          | 30                   | 25       |
| 16                 | 11           | 16          | 2                    | 3        |
| 14                 | 8            | 68          | 21                   | 22       |
| 7                  | 6            | 17          | 9                    | 13       |
| 1                  | 5            | 50          | 14                   | 12       |
| 5                  | 10           | 42          | 17                   | 20       |
| 11                 | 14           | 56          | 19                   | 36       |

Mean: 10,05 39,75 13,25 16,25  
SD: 6,44 18,95 7,62 10,01

| Participant number | Ad publisher | Company title | Hashtags | Application |
|--------------------|--------------|---------------|----------|-------------|
| 4                  | 5            | 1             | 0        | 0           |
| 3                  | 4            | 0             | 2        | 1           |
| 6                  | 1            | 4             | 0        | 0           |
| 19                 | 0            | 1             | 3        | 2           |
| 20                 | 2            | 4             | 1        | 0           |
| 10                 | 9            | 4             | 1        | 1           |
| 18                 | 7            | 4             | 1        | 1           |



|    |    |   |   |   |
|----|----|---|---|---|
| 13 | 0  | 2 | 0 | 3 |
| 2  | 0  | 2 | 1 | 0 |
| 17 | 6  | 1 | 0 | 0 |
| 12 | 0  | 1 | 1 | 1 |
| 15 | 3  | 4 | 2 | 1 |
| 9  | 0  | 3 | 0 | 1 |
| 8  | 10 | 5 | 2 | 0 |
| 16 | 1  | 2 | 1 | 2 |
| 14 | 9  | 2 | 3 | 0 |
| 7  | 2  | 0 | 0 | 1 |
| 1  | 1  | 2 | 2 | 1 |
| 5  | 4  | 1 | 3 | 0 |
| 11 | 5  | 4 | 2 | 0 |

Mean: 3,45 2,35 1,25 0,75  
SD: 3,33 1,53 1,07 0,85

## 2. Lido job advertisement

Total duration of fixations [ms]

| Participant number | Required competences | Job time schedule | Picture |
|--------------------|----------------------|-------------------|---------|
| 4                  | 750                  | 3399              | 258     |
| 3                  | 2767                 | 642               | 267     |
| 6                  | 4091                 | 3490              | 342     |
| 19                 | 1266                 | 2000              | 233     |
| 20                 | 2050                 | 2413              | 125     |
| 10                 | 3824                 | 4791              | 375     |
| 18                 | 1868                 | 3666              | 483     |
| 13                 | 7258                 | 2825              | 1408    |
| 2                  | 2158                 | 1784              | 825     |
| 17                 | 2050                 | 2483              | 525     |
| 12                 | 2075                 | 2125              | 617     |
| 15                 | 9947                 | 3566              | 950     |
| 9                  | 675                  | 2316              | 0       |
| 8                  | 2683                 | 3066              | 717     |
| 16                 | 2225                 | 1225              | 767     |
| 14                 | 6333                 | 4966              | 775     |
| 7                  | 1649                 | 2183              | 300     |
| 1                  | 3425                 | 983               | 0       |
| 5                  | 2793                 | 3683              | 1075    |
| 11                 | 4141                 | 1391              | 717     |

Mean: 3201,4 2649,85 537,95  
SD: 2303,20 1184,21 369,60

| Participant number | job position | company logo | more information and application |
|--------------------|--------------|--------------|----------------------------------|
| 4                  | 1266         | 56           | 392                              |
| 3                  | 950          | 408          | 300                              |
| 6                  | 658          | 0            | 366                              |
| 19                 | 525          | 375          | 366                              |
| 20                 | 2149         | 0            | 0                                |
| 10                 | 775          | 926          | 142                              |
| 18                 | 1175         | 0            | 242                              |
| 13                 | 725          | 1100         | 250                              |
| 2                  | 1058         | 233          | 0                                |
| 17                 | 593          | 308          | 0                                |
| 12                 | 1317         | 63           | 475                              |
| 15                 | 1175         | 347          | 308                              |
| 9                  | 242          | 0            | 808                              |
| 8                  | 2272         | 1133         | 92                               |
| 16                 | 438          | 275          | 317                              |
| 14                 | 1037         | 1408         | 183                              |
| 7                  | 458          | 418          | 367                              |
| 1                  | 2867         | 0            | 0                                |
| 5                  | 1152         | 375          | 108                              |
| 11                 | 825          | 433          | 242                              |

Mean: 1082,85 392,9 247,9  
SD: 664,86 423,55 197,94

#### Nm. of fixations

| Participant number | Required competences | Job time schedule | Picture |
|--------------------|----------------------|-------------------|---------|
| 4                  | 4                    | 21                | 2       |
| 3                  | 15                   | 6                 | 2       |
| 6                  | 19                   | 19                | 2       |
| 19                 | 6                    | 11                | 2       |
| 20                 | 13                   | 14                | 1       |
| 10                 | 20                   | 28                | 3       |
| 18                 | 15                   | 24                | 2       |
| 13                 | 39                   | 14                | 6       |
| 2                  | 16                   | 12                | 4       |
| 17                 | 16                   | 18                | 4       |
| 12                 | 13                   | 13                | 1       |
| 15                 | 52                   | 19                | 6       |
| 9                  | 5                    | 14                | 0       |
| 8                  | 12                   | 15                | 3       |
| 16                 | 13                   | 9                 | 5       |
| 14                 | 34                   | 24                | 3       |
| 7                  | 10                   | 12                | 3       |
| 1                  | 19                   | 5                 | 0       |



|    |    |    |   |
|----|----|----|---|
| 5  | 15 | 20 | 6 |
| 11 | 25 | 10 | 3 |

Mean: 18,05 15,4 2,9  
SD: 11,76 6,13 1,83

| Participant number | job position | company logo | more information and application |
|--------------------|--------------|--------------|----------------------------------|
| 4                  | 8            | 1            | 2                                |
| 3                  | 5            | 2            | 2                                |
| 6                  | 4            | 0            | 2                                |
| 19                 | 4            | 1            | 2                                |
| 20                 | 11           | 0            | 0                                |
| 10                 | 4            | 8            | 1                                |
| 18                 | 7            | 0            | 2                                |
| 13                 | 5            | 5            | 2                                |
| 2                  | 6            | 2            | 0                                |
| 17                 | 5            | 2            | 0                                |
| 12                 | 7            | 1            | 3                                |
| 15                 | 9            | 2            | 3                                |
| 9                  | 2            | 0            | 3                                |
| 8                  | 10           | 4            | 1                                |
| 16                 | 3            | 2            | 2                                |
| 14                 | 9            | 4            | 1                                |
| 7                  | 4            | 1            | 2                                |
| 1                  | 14           | 0            | 0                                |
| 5                  | 10           | 3            | 1                                |
| 11                 | 5            | 2            | 2                                |

Mean: 6,6 2 1,55  
SD: 3,10 2,03 1,00

### 3. Marko Verdev – Mikro+Polo job advertisement

Total duration of fixations [ms]

| Participant number | Company description | Company name | Additional info | Ad publisher |
|--------------------|---------------------|--------------|-----------------|--------------|
| 4                  | 7502                | 892          | 900             | 953          |
| 3                  | 6008                | 150          | 0               | 700          |
| 6                  | 19996               | 1241         | 800             | 891          |
| 19                 | 3799                | 724          | 325             | 83           |
| 20                 | 9949                | 725          | 1433            | 608          |
| 10                 | 16001               | 717          | 1758            | 1436         |
| 18                 | 8146                | 1649         | 900             | 1050         |
| 13                 | 10337               | 1100         | 1367            | 0            |
| 2                  | 8106                | 208          | 358             | 0            |

|    |       |      |      |      |
|----|-------|------|------|------|
| 17 | 1575  | 367  | 691  | 375  |
| 12 | 2387  | 483  | 1391 | 650  |
| 15 | 7901  | 816  | 1067 | 1125 |
| 9  | 2716  | 208  | 700  | 0    |
| 8  | 12974 | 283  | 283  | 3075 |
| 16 | 4346  | 167  | 133  | 192  |
| 14 | 17940 | 458  | 2733 | 550  |
| 7  | 3441  | 925  | 217  | 0    |
| 1  | 9049  | 192  | 958  | 200  |
| 5  | 15063 | 1433 | 1091 | 1475 |
| 11 | 8508  | 508  | 683  | 450  |

Mean: 8787,2 662,3 889,4 690,65  
SD: 5312,97 442,52 645,45 733,96

| Participant number | External job ad | Hashtags | Introduction |
|--------------------|-----------------|----------|--------------|
| 4                  | 817             | 0        | 0            |
| 3                  | 0               | 117      | 0            |
| 6                  | 1283            | 0        | 0            |
| 19                 | 1167            | 0        | 158          |
| 20                 | 0               | 0        | 567          |
| 10                 | 408             | 0        | 450          |
| 18                 | 941             | 542      | 567          |
| 13                 | 708             | 2467     | 233          |
| 2                  | 175             | 0        | 333          |
| 17                 | 792             | 0        | 317          |
| 12                 | 1217            | 1108     | 100          |
| 15                 | 1633            | 0        | 642          |
| 9                  | 785             | 300      | 0            |
| 8                  | 2883            | 1639     | 600          |
| 16                 | 117             | 108      | 192          |
| 14                 | 1704            | 2933     | 225          |
| 7                  | 733             | 366      | 150          |
| 1                  | 233             | 300      | 358          |
| 5                  | 1099            | 383      | 308          |
| 11                 | 1275            | 217      | 375          |

Mean: 898,5 524 278,75  
SD: 694,28 856,49 210,00

Nm. of fixations

| Participant number | Company description | Company name | Additional info | Ad publisher |
|--------------------|---------------------|--------------|-----------------|--------------|
| 4                  | 41                  | 4            | 6               | 6            |
| 3                  | 31                  | 1            | 0               | 2            |

|    |    |   |    |    |
|----|----|---|----|----|
| 6  | 93 | 7 | 5  | 3  |
| 19 | 22 | 5 | 2  | 1  |
| 20 | 49 | 4 | 7  | 3  |
| 10 | 85 | 3 | 9  | 7  |
| 18 | 54 | 8 | 7  | 6  |
| 13 | 58 | 5 | 8  | 0  |
| 2  | 48 | 1 | 3  | 0  |
| 17 | 14 | 2 | 5  | 2  |
| 12 | 14 | 3 | 6  | 4  |
| 15 | 41 | 5 | 8  | 5  |
| 9  | 16 | 1 | 5  | 0  |
| 8  | 69 | 2 | 2  | 16 |
| 16 | 32 | 1 | 2  | 1  |
| 14 | 91 | 2 | 13 | 3  |
| 7  | 24 | 6 | 1  | 0  |
| 1  | 48 | 2 | 5  | 2  |
| 5  | 82 | 9 | 8  | 8  |
| 11 | 55 | 3 | 5  | 2  |

Mean: 48,35 3,7 5,35 3,55  
SD: 25,40 2,41 3,13 3,80

| Participant number | External job ad | Hashtags | Introduction |
|--------------------|-----------------|----------|--------------|
| 4                  | 6               | 0        | 0            |
| 3                  | 0               | 1        | 0            |
| 6                  | 9               | 0        | 0            |
| 19                 | 6               | 0        | 1            |
| 20                 | 0               | 0        | 3            |
| 10                 | 4               | 0        | 3            |
| 18                 | 7               | 3        | 4            |
| 13                 | 4               | 14       | 1            |
| 2                  | 2               | 0        | 2            |
| 17                 | 4               | 0        | 2            |
| 12                 | 7               | 6        | 1            |
| 15                 | 10              | 0        | 3            |
| 9                  | 5               | 2        | 0            |
| 8                  | 11              | 6        | 3            |
| 16                 | 1               | 1        | 1            |
| 14                 | 8               | 14       | 2            |
| 7                  | 7               | 2        | 1            |
| 1                  | 2               | 3        | 2            |
| 5                  | 8               | 2        | 2            |
| 11                 | 7               | 3        | 2            |

Mean: 5,4 2,85 1,65  
SD: 3,22 4,25 1,18

#### 4. e-Student Service job advertisement

Total duration of fixations [ms]

| Participant number | Company info | Job description | Salary | Job position | Job time schedule | Application |
|--------------------|--------------|-----------------|--------|--------------|-------------------|-------------|
| 4                  | 408          | 5491            | 692    | 1450         | 0                 | 317         |
| 3                  | 2841         | 775             | 350    | 942          | 92                | 283         |
| 6                  | 6091         | 7541            | 1400   | 775          | 108               | 392         |
| 19                 | 0            | 1805            | 250    | 433          | 0                 | 383         |
| 20                 | 2167         | 4974            | 925    | 1283         | 0                 | 383         |
| 10                 | 2956         | 11483           | 108    | 442          | 0                 | 242         |
| 18                 | 2241         | 10131           | 1983   | 2191         | 175               | 391         |
| 13                 | 3433         | 11687           | 2966   | 300          | 750               | 483         |
| 2                  | 2267         | 5133            | 392    | 863          | 0                 | 0           |
| 17                 | 775          | 5766            | 1933   | 817          | 0                 | 0           |
| 12                 | 2380         | 0               | 417    | 308          | 483               | 700         |
| 15                 | 7558         | 7158            | 2991   | 392          | 647               | 558         |
| 9                  | 1016         | 1516            | 909    | 183          | 458               | 883         |
| 8                  | 3732         | 7257            | 642    | 917          | 0                 | 200         |
| 16                 | 500          | 1950            | 175    | 562          | 150               | 167         |
| 14                 | 2750         | 9724            | 892    | 1242         | 0                 | 408         |
| 7                  | 3407         | 1717            | 392    | 0            | 833               | 200         |
| 1                  | 2692         | 1933            | 1175   | 1500         | 0                 | 275         |
| 5                  | 1900         | 7076            | 1309   | 1969         | 1442              | 267         |
| 11                 | 2318         | 3883            | 625    | 461          | 167               | 275         |

|       |         |         |        |        |        |        |
|-------|---------|---------|--------|--------|--------|--------|
| Mean: | 2571,6  | 5350    | 1026,3 | 851,5  | 265,25 | 340,35 |
| SD:   | 1813,03 | 3629,08 | 854,34 | 595,68 | 390,10 | 209,45 |

Nm. of fixations

| Participant number | Company info | Job description | Salary | Job position | Job time schedule | Application |
|--------------------|--------------|-----------------|--------|--------------|-------------------|-------------|
| 4                  | 4            | 26              | 4      | 8            | 0                 | 2           |
| 3                  | 13           | 5               | 2      | 5            | 1                 | 2           |
| 6                  | 28           | 41              | 6      | 4            | 1                 | 2           |
| 19                 | 0            | 9               | 1      | 3            | 0                 | 2           |
| 20                 | 12           | 29              | 5      | 6            | 0                 | 2           |
| 10                 | 19           | 56              | 1      | 2            | 0                 | 2           |
| 18                 | 15           | 66              | 10     | 11           | 1                 | 1           |
| 13                 | 21           | 57              | 7      | 1            | 4                 | 2           |
| 2                  | 14           | 37              | 3      | 6            | 0                 | 0           |
| 17                 | 6            | 37              | 7      | 6            | 0                 | 0           |
| 12                 | 13           | 0               | 1      | 2            | 2                 | 4           |
| 15                 | 41           | 42              | 13     | 2            | 4                 | 3           |
| 9                  | 6            | 11              | 5      | 2            | 4                 | 5           |

|    |    |    |   |    |   |   |
|----|----|----|---|----|---|---|
| 8  | 21 | 43 | 4 | 6  | 0 | 2 |
| 16 | 3  | 12 | 1 | 4  | 1 | 1 |
| 14 | 14 | 49 | 4 | 8  | 0 | 2 |
| 7  | 24 | 9  | 3 | 0  | 6 | 2 |
| 1  | 10 | 12 | 5 | 8  | 0 | 2 |
| 5  | 11 | 44 | 8 | 11 | 4 | 3 |
| 11 | 16 | 25 | 5 | 4  | 2 | 1 |

Mean: 14,55 30,5 4,75 4,95 1,5 2  
SD: 9,52 19,52 3,16 3,14 1,88 1,17

## 5. Trenkwalder Slovenia job advertisement

Total duration of fixations [ms]

| Participant number | Job description | Company title and job position | Hashtags | Application | Ad publisher |
|--------------------|-----------------|--------------------------------|----------|-------------|--------------|
| 4                  | 11939           | 5924                           | 196      | 0           | 0            |
| 3                  | 6508            | 6226                           | 117      | 192         | 408          |
| 6                  | 13796           | 5757                           | 0        | 558         | 1391         |
| 19                 | 1300            | 2728                           | 483      | 725         | 300          |
| 20                 | 9593            | 3751                           | 100      | 375         | 0            |
| 10                 | 9022            | 2059                           | 0        | 463         | 358          |
| 18                 | 8492            | 7015                           | 0        | 841         | 125          |
| 13                 | 15749           | 3425                           | 458      | 0           | 0            |
| 2                  | 7334            | 5025                           | 150      | 0           | 1417         |
| 17                 | 9625            | 1533                           | 0        | 217         | 2349         |
| 12                 | 4674            | 1275                           | 0        | 633         | 75           |
| 15                 | 14618           | 4349                           | 1516     | 850         | 5099         |
| 9                  | 2724            | 1241                           | 331      | 0           | 250          |
| 8                  | 6574            | 2320                           | 791      | 892         | 1383         |
| 16                 | 5346            | 1866                           | 150      | 433         | 0            |
| 14                 | 10209           | 1108                           | 1600     | 0           | 1225         |
| 7                  | 4405            | 1916                           | 450      | 1017        | 117          |
| 1                  | 7995            | 2009                           | 0        | 242         | 200          |
| 5                  | 7274            | 3649                           | 0        | 175         | 492          |
| 11                 | 2799            | 1832                           | 666      | 658         | 665          |

Mean: 7998,8 3250,4 350,4 413,55 792,7  
SD: 3975,82 1871,41 477,61 342,25 1203,34

Nm. of fixations

| Participant number | Job description | Company title and job position | Hashtags | Application | Ad publisher |
|--------------------|-----------------|--------------------------------|----------|-------------|--------------|
| 4                  | 55              | 27                             | 2        | 0           | 0            |
| 3                  | 35              | 29                             | 1        | 1           | 2            |
| 6                  | 75              | 30                             | 0        | 3           | 6            |
| 19                 | 8               | 17                             | 3        | 3           | 2            |
| 20                 | 47              | 19                             | 1        | 3           | 0            |
| 10                 | 49              | 15                             | 0        | 2           | 2            |
| 18                 | 61              | 42                             | 0        | 5           | 1            |
| 13                 | 83              | 19                             | 2        | 0           | 0            |
| 2                  | 43              | 21                             | 1        | 0           | 8            |
| 17                 | 56              | 9                              | 0        | 1           | 9            |
| 12                 | 27              | 10                             | 0        | 4           | 1            |
| 15                 | 79              | 24                             | 6        | 4           | 16           |
| 9                  | 19              | 7                              | 2        | 0           | 2            |
| 8                  | 28              | 15                             | 4        | 5           | 7            |
| 16                 | 28              | 13                             | 1        | 3           | 0            |
| 14                 | 59              | 8                              | 5        | 0           | 8            |
| 7                  | 28              | 14                             | 4        | 5           | 1            |
| 1                  | 45              | 13                             | 0        | 1           | 1            |
| 5                  | 44              | 17                             | 0        | 1           | 4            |
| 11                 | 15              | 11                             | 4        | 4           | 3            |

|       |       |      |      |      |      |
|-------|-------|------|------|------|------|
| Mean: | 44,2  | 18   | 1,8  | 2,25 | 3,65 |
| SD:   | 21,05 | 8,80 | 1,91 | 1,86 | 4,16 |

## 6. Unija job advertisement

Total duration of fixations [ms]

| Participant number | Job description | Introduction | Ad publisher | Picture | More info |
|--------------------|-----------------|--------------|--------------|---------|-----------|
| 4                  | 4739            | 4383         | 1833         | 0       | 600       |
| 3                  | 12841           | 3789         | 333          | 1367    | 125       |
| 6                  | 26568           | 3983         | 1000         | 867     | 0         |
| 19                 | 3483            | 1910         | 0            | 2575    | 167       |
| 20                 | 8097            | 3183         | 1324         | 781     | 0         |
| 10                 | 17198           | 4091         | 192          | 1679    | 0         |
| 18                 | 9865            | 3483         | 1041         | 1408    | 0         |
| 13                 | 20507           | 5141         | 0            | 5166    | 408       |
| 2                  | 12140           | 3020         | 0            | 208     | 0         |
| 17                 | 7649            | 5081         | 883          | 2149    | 75        |
| 12                 | 300             | 2079         | 250          | 3380    | 1150      |
| 15                 | 17384           | 15107        | 2017         | 4808    | 508       |
| 9                  | 2682            | 1025         | 0            | 1685    | 491       |

|    |       |      |      |      |     |
|----|-------|------|------|------|-----|
| 8  | 15673 | 3329 | 1641 | 3058 | 117 |
| 16 | 5830  | 1375 | 0    | 542  | 655 |
| 14 | 17957 | 4308 | 1333 | 1525 | 0   |
| 7  | 5511  | 1217 | 0    | 1725 | 167 |
| 1  | 12019 | 2867 | 658  | 0    | 0   |
| 5  | 9267  | 4118 | 717  | 2241 | 0   |
| 11 | 4991  | 2244 | 833  | 892  | 258 |

Mean: 10735,05 3786,65 702,75 1802,8 236,05  
SD: 6816,29 2933,40 668,40 1435,53 309,50

Nm. of fixations

| Participant number | Job description | Introduction | Ad publisher | Picture | More info |
|--------------------|-----------------|--------------|--------------|---------|-----------|
| 4                  | 25              | 18           | 9            | 0       | 2         |
| 3                  | 71              | 16           | 1            | 9       | 1         |
| 6                  | 138             | 19           | 7            | 6       | 0         |
| 19                 | 15              | 14           | 0            | 12      | 1         |
| 20                 | 46              | 15           | 5            | 7       | 0         |
| 10                 | 96              | 21           | 1            | 9       | 0         |
| 18                 | 68              | 20           | 4            | 9       | 0         |
| 13                 | 98              | 24           | 0            | 15      | 3         |
| 2                  | 83              | 17           | 0            | 2       | 0         |
| 17                 | 40              | 34           | 4            | 13      | 1         |
| 12                 | 2               | 14           | 2            | 19      | 5         |
| 15                 | 90              | 64           | 7            | 23      | 2         |
| 9                  | 19              | 7            | 0            | 10      | 2         |
| 8                  | 79              | 20           | 8            | 14      | 1         |
| 16                 | 40              | 8            | 0            | 4       | 3         |
| 14                 | 98              | 23           | 7            | 7       | 0         |
| 7                  | 35              | 8            | 0            | 8       | 1         |
| 1                  | 62              | 17           | 4            | 0       | 0         |
| 5                  | 55              | 22           | 4            | 10      | 0         |
| 11                 | 30              | 15           | 3            | 5       | 2         |

Mean: 59,5 19,8 3,3 9,1 1,2  
SD: 34,86 12,09 3,06 5,87 1,36

## 7. Valmor job advertisement

Total duration of fixations [ms]

| Participant number | Job requirements | External job ad | Job position | Introduction |
|--------------------|------------------|-----------------|--------------|--------------|
| 4                  | 1775             | 174             | 283          | 1025         |
| 3                  | 2717             | 275             | 183          | 908          |
| 6                  | 7099             | 3425            | 308          | 400          |
| 19                 | 558              | 0               | 0            | 267          |
| 20                 | 2625             | 242             | 408          | 1175         |
| 10                 | 4183             | 3641            | 433          | 383          |
| 18                 | 2384             | 458             | 200          | 417          |
| 13                 | 5323             | 3308            | 225          | 700          |
| 2                  | 3257             | 441             | 117          | 1593         |
| 17                 | 1042             | 1242            | 125          | 583          |
| 12                 | 1375             | 2142            | 658          | 392          |
| 15                 | 3291             | 3758            | 1733         | 1867         |
| 9                  | 967              | 957             | 0            | 0            |
| 8                  | 4375             | 2341            | 0            | 1342         |
| 16                 | 825              | 175             | 303          | 383          |
| 14                 | 3525             | 2958            | 242          | 0            |
| 7                  | 408              | 1608            | 125          | 817          |
| 1                  | 3141             | 233             | 158          | 117          |
| 5                  | 3058             | 2600            | 117          | 1050         |
| 11                 | 3908             | 2233            | 0            | 1175         |

|       |         |         |        |        |
|-------|---------|---------|--------|--------|
| Mean: | 2791,8  | 1610,55 | 280,9  | 729,7  |
| SD:   | 1717,04 | 1346,30 | 380,11 | 527,02 |

| Participant number | Hashtags | Application | Ad publisher |
|--------------------|----------|-------------|--------------|
| 4                  | 175      | 242         | 867          |
| 3                  | 0        | 0           | 650          |
| 6                  | 117      | 0           | 1312         |
| 19                 | 0        | 0           | 0            |
| 20                 | 0        | 0           | 92           |
| 10                 | 0        | 192         | 1567         |
| 18                 | 458      | 133         | 967          |
| 13                 | 1125     | 817         | 942          |
| 2                  | 0        | 0           | 442          |
| 17                 | 0        | 0           | 83           |
| 12                 | 0        | 417         | 125          |
| 15                 | 828      | 308         | 1517         |
| 9                  | 242      | 208         | 0            |
| 8                  | 0        | 0           | 1180         |
| 16                 | 117      | 158         | 150          |
| 14                 | 492      | 0           | 833          |



|    |     |     |      |
|----|-----|-----|------|
| 7  | 234 | 591 | 0    |
| 1  | 0   | 0   | 233  |
| 5  | 275 | 0   | 814  |
| 11 | 0   | 292 | 1584 |

Mean: 203,15      167,9      667,9  
SD: 309,89      228,07      567,27

Nm. of fixations

| Participant number | Job requirements | External job ad | Job position | Introduction |
|--------------------|------------------|-----------------|--------------|--------------|
| 4                  | 10               | 1               | 1            | 4            |
| 3                  | 15               | 3               | 1            | 4            |
| 6                  | 33               | 21              | 2            | 2            |
| 19                 | 3                | 0               | 0            | 2            |
| 20                 | 14               | 2               | 2            | 5            |
| 10                 | 20               | 20              | 3            | 2            |
| 18                 | 18               | 3               | 2            | 3            |
| 13                 | 29               | 17              | 1            | 4            |
| 2                  | 18               | 6               | 1            | 7            |
| 17                 | 8                | 9               | 1            | 2            |
| 12                 | 7                | 12              | 2            | 3            |
| 15                 | 19               | 16              | 8            | 10           |
| 9                  | 8                | 7               | 0            | 0            |
| 8                  | 21               | 13              | 0            | 8            |
| 16                 | 5                | 1               | 2            | 3            |
| 14                 | 19               | 13              | 2            | 0            |
| 7                  | 3                | 12              | 1            | 5            |
| 1                  | 16               | 2               | 1            | 1            |
| 5                  | 16               | 17              | 1            | 5            |
| 11                 | 27               | 12              | 0            | 7            |

Mean: 15,45      9,35      1,55      3,85  
SD: 8,43      6,85      1,73      2,64

| Participant number | Hashtags | Application | Ad publisher |
|--------------------|----------|-------------|--------------|
| 4                  | 1        | 1           | 5            |
| 3                  | 0        | 0           | 4            |
| 6                  | 1        | 0           | 7            |
| 19                 | 0        | 0           | 0            |
| 20                 | 0        | 0           | 1            |
| 10                 | 0        | 1           | 8            |
| 18                 | 3        | 1           | 4            |
| 13                 | 5        | 3           | 6            |
| 2                  | 0        | 0           | 2            |

|    |   |   |    |
|----|---|---|----|
| 17 | 0 | 0 | 1  |
| 12 | 0 | 3 | 1  |
| 15 | 4 | 2 | 9  |
| 9  | 2 | 1 | 0  |
| 8  | 0 | 0 | 6  |
| 16 | 1 | 1 | 1  |
| 14 | 3 | 0 | 5  |
| 7  | 1 | 3 | 0  |
| 1  | 0 | 0 | 2  |
| 5  | 1 | 0 | 5  |
| 11 | 0 | 2 | 10 |

Mean: 1,1 0,9 3,85  
SD: 1,52 1,12 3,15

## 8. Veleven studios job advertisement

Total duration of fixations [ms]

| Participant number | Ad publisher | Job positions | Application info | Company title | External application | Hashtag |
|--------------------|--------------|---------------|------------------|---------------|----------------------|---------|
| 4                  | 1475         | 2316          | 2516             | 1892          | 616                  | 125     |
| 3                  | 333          | 175           | 192              | 667           | 225                  | 0       |
| 6                  | 1141         | 2041          | 516              | 1033          | 0                    | 0       |
| 19                 | 208          | 941           | 142              | 458           | 1035                 | 0       |
| 20                 | 1175         | 1583          | 438              | 692           | 0                    | 0       |
| 10                 | 775          | 1653          | 650              | 1075          | 458                  | 0       |
| 18                 | 4508         | 2899          | 842              | 1033          | 558                  | 0       |
| 13                 | 0            | 2948          | 2200             | 1408          | 958                  | 333     |
| 2                  | 92           | 2642          | 133              | 1000          | 67                   | 0       |
| 17                 | 200          | 625           | 0                | 225           | 317                  | 0       |
| 12                 | 842          | 1150          | 0                | 958           | 1300                 | 558     |
| 15                 | 1233         | 2616          | 1925             | 2791          | 1217                 | 0       |
| 9                  | 0            | 933           | 67               | 75            | 808                  | 0       |
| 8                  | 4934         | 809           | 400              | 1042          | 1642                 | 167     |
| 16                 | 300          | 952           | 675              | 300           | 150                  | 0       |
| 14                 | 1483         | 1741          | 433              | 633           | 1175                 | 0       |
| 7                  | 0            | 1717          | 441              | 192           | 829                  | 0       |
| 1                  | 382          | 1516          | 75               | 450           | 192                  | 0       |
| 5                  | 1099         | 2991          | 500              | 1950          | 375                  | 100     |
| 11                 | 529          | 1516          | 383              | 1500          | 1016                 | 150     |

Mean: 1035,45 1688,2 626,4 968,7 646,9 71,65  
SD: 1357,95 835,66 728,99 682,48 486,44 144,29

Nm. of fixations

| Participant number | Ad publisher | Job positions | Application info | Company title | External application | Hashtag |
|--------------------|--------------|---------------|------------------|---------------|----------------------|---------|
| 4                  | 7            | 12            | 14               | 10            | 5                    | 1       |
| 3                  | 3            | 1             | 1                | 4             | 2                    | 0       |
| 6                  | 7            | 11            | 4                | 6             | 0                    | 0       |
| 19                 | 2            | 5             | 1                | 4             | 6                    | 0       |
| 20                 | 5            | 7             | 4                | 3             | 0                    | 0       |
| 10                 | 4            | 10            | 5                | 6             | 3                    | 0       |
| 18                 | 9            | 19            | 6                | 6             | 5                    | 0       |
| 13                 | 0            | 15            | 11               | 6             | 6                    | 1       |
| 2                  | 1            | 20            | 1                | 4             | 1                    | 0       |
| 17                 | 1            | 4             | 0                | 2             | 3                    | 0       |
| 12                 | 4            | 6             | 0                | 7             | 8                    | 1       |
| 15                 | 5            | 16            | 11               | 13            | 6                    | 0       |
| 9                  | 0            | 6             | 1                | 1             | 5                    | 0       |
| 8                  | 16           | 6             | 3                | 7             | 10                   | 1       |
| 16                 | 3            | 6             | 5                | 2             | 1                    | 0       |
| 14                 | 9            | 8             | 3                | 3             | 5                    | 0       |
| 7                  | 0            | 10            | 4                | 1             | 8                    | 0       |
| 1                  | 4            | 10            | 1                | 3             | 2                    | 0       |
| 5                  | 7            | 13            | 2                | 9             | 2                    | 1       |
| 11                 | 4            | 9             | 4                | 10            | 6                    | 1       |

|       |      |      |      |      |      |      |
|-------|------|------|------|------|------|------|
| Mean: | 4,55 | 9,7  | 4,05 | 5,35 | 4,2  | 0,3  |
| SD:   | 3,90 | 5,00 | 3,89 | 3,28 | 2,82 | 0,47 |

## 9. Vesna Opalk job advertisement

Total duration of fixations [ms]

| Participant number | About the company | Required skills/experience | Ad publisher | Additional position |
|--------------------|-------------------|----------------------------|--------------|---------------------|
| 4                  | 7218              | 6241                       | 2633         | 842                 |
| 3                  | 7934              | 583                        | 2101         | 0                   |
| 6                  | 15845             | 13192                      | 2164         | 849                 |
| 19                 | 392               | 709                        | 333          | 500                 |
| 20                 | 7000              | 3852                       | 808          | 0                   |
| 10                 | 18672             | 16299                      | 1783         | 875                 |
| 18                 | 4508              | 5617                       | 617          | 308                 |
| 13                 | 19906             | 13475                      | 0            | 558                 |
| 2                  | 14356             | 6974                       | 0            | 150                 |
| 17                 | 8923              | 10124                      | 3283         | 142                 |
| 12                 | 1083              | 3861                       | 2542         | 1608                |
| 15                 | 7216              | 8458                       | 1017         | 3483                |
| 9                  | 3007              | 2416                       | 450          | 1016                |

|    |       |       |      |      |
|----|-------|-------|------|------|
| 8  | 15224 | 14892 | 1100 | 1008 |
| 16 | 4453  | 2816  | 508  | 0    |
| 14 | 17624 | 16890 | 4058 | 1258 |
| 7  | 308   | 3982  | 0    | 334  |
| 1  | 14116 | 6783  | 684  | 659  |
| 5  | 4823  | 10226 | 1583 | 0    |
| 11 | 3159  | 5483  | 767  | 175  |

Mean: 8788,35 7643,65 1321,55 688,25  
SD: 6401,40 5098,11 1156,16 806,06

| Participant number | Application | Introduction | Job position |
|--------------------|-------------|--------------|--------------|
| 4                  | 0           | 9524         | 842          |
| 3                  | 0           | 4340         | 0            |
| 6                  | 208         | 7940         | 0            |
| 19                 | 0           | 4535         | 158          |
| 20                 | 144         | 6674         | 425          |
| 10                 | 466         | 10113        | 433          |
| 18                 | 208         | 9258         | 308          |
| 13                 | 758         | 11257        | 1675         |
| 2                  | 100         | 6068         | 0            |
| 17                 | 0           | 5849         | 292          |
| 12                 | 417         | 1416         | 492          |
| 15                 | 0           | 11391        | 1425         |
| 9                  | 375         | 1642         | 258          |
| 8                  | 0           | 4300         | 0            |
| 16                 | 0           | 4300         | 425          |
| 14                 | 0           | 9341         | 0            |
| 7                  | 150         | 3867         | 850          |
| 1                  | 267         | 7107         | 0            |
| 5                  | 0           | 9489         | 0            |
| 11                 | 300         | 4329         | 483          |

Mean: 169,65 6637 403,3  
SD: 209,22 3038,08 476,30

Nm. of fixations

| Participant number | About the company | Required skills/experience | Ad publisher | Additional position |
|--------------------|-------------------|----------------------------|--------------|---------------------|
| 4                  | 27                | 28                         | 12           | 5                   |
| 3                  | 40                | 5                          | 8            | 0                   |
| 6                  | 71                | 65                         | 9            | 4                   |
| 19                 | 2                 | 3                          | 3            | 2                   |
| 20                 | 33                | 21                         | 4            | 0                   |
| 10                 | 97                | 86                         | 8            | 5                   |

|    |    |    |    |    |
|----|----|----|----|----|
| 18 | 31 | 39 | 1  | 2  |
| 13 | 92 | 53 | 0  | 3  |
| 2  | 72 | 49 | 0  | 1  |
| 17 | 54 | 62 | 16 | 2  |
| 12 | 5  | 17 | 12 | 6  |
| 15 | 28 | 41 | 4  | 16 |
| 9  | 24 | 13 | 4  | 6  |
| 8  | 69 | 71 | 6  | 5  |
| 16 | 23 | 16 | 2  | 0  |
| 14 | 79 | 69 | 19 | 5  |
| 7  | 2  | 25 | 0  | 3  |
| 1  | 68 | 45 | 5  | 5  |
| 5  | 24 | 54 | 8  | 0  |
| 11 | 24 | 33 | 5  | 1  |

Mean: 43,25 39,75 6,3 3,55  
SD: 29,63 23,74 5,29 3,62

| Participant number | Application | Introduction | Job position |
|--------------------|-------------|--------------|--------------|
| 4                  | 0           | 45           | 4            |
| 3                  | 0           | 20           | 0            |
| 6                  | 2           | 40           | 0            |
| 19                 | 0           | 25           | 1            |
| 20                 | 2           | 32           | 1            |
| 10                 | 3           | 46           | 3            |
| 18                 | 2           | 39           | 1            |
| 13                 | 4           | 49           | 8            |
| 2                  | 1           | 31           | 0            |
| 17                 | 0           | 29           | 2            |
| 12                 | 3           | 9            | 2            |
| 15                 | 0           | 49           | 7            |
| 9                  | 2           | 11           | 2            |
| 8                  | 0           | 28           | 0            |
| 16                 | 0           | 23           | 2            |
| 14                 | 0           | 42           | 0            |
| 7                  | 1           | 22           | 4            |
| 1                  | 2           | 39           | 0            |
| 5                  | 0           | 41           | 0            |
| 11                 | 1           | 26           | 1            |

Mean: 1,15 32,3 1,9  
SD: 1,27 11,90 2,31

# 10. Vid Sedej job advertisement

Total duration of fixations [ms]

| Participant number | Job requirements | Salary | Job position | Introduction | Application | Ad publisher |
|--------------------|------------------|--------|--------------|--------------|-------------|--------------|
| 4                  | 15450            | 1058   | 2325         | 4103         | 0           | 1500         |
| 3                  | 3433             | 83     | 583          | 2308         | 0           | 1558         |
| 6                  | 16948            | 2191   | 1740         | 3900         | 0           | 1492         |
| 19                 | 1358             | 1367   | 0            | 2150         | 18          | 0            |
| 20                 | 7770             | 258    | 517          | 7516         | 0           | 200          |
| 10                 | 18922            | 800    | 1366         | 8441         | 133         | 2058         |
| 18                 | 10220            | 1600   | 3070         | 5883         | 2092        | 733          |
| 13                 | 17649            | 1850   | 1386         | 5525         | 1800        | 0            |
| 2                  | 14274            | 141    | 1800         | 6432         | 158         | 0            |
| 17                 | 7958             | 417    | 1134         | 2609         | 0           | 450          |
| 12                 | 5734             | 958    | 1300         | 1208         | 158         | 200          |
| 15                 | 12749            | 1625   | 2366         | 7074         | 683         | 242          |
| 9                  | 3916             | 550    | 358          | 708          | 159         | 0            |
| 8                  | 7115             | 1850   | 1292         | 5881         | 1600        | 1656         |
| 16                 | 3175             | 750    | 843          | 2808         | 342         | 308          |
| 14                 | 16390            | 2066   | 1691         | 5866         | 333         | 1841         |
| 7                  | 5748             | 75     | 1025         | 1917         | 158         | 0            |
| 1                  | 9832             | 608    | 1358         | 2708         | 0           | 2226         |
| 5                  | 8699             | 1167   | 1195         | 6882         | 142         | 18           |
| 11                 | 11367            | 1292   | 2441         | 6359         | 450         | 1596         |

Mean: 9935,35 1035,3 1389,5 4513,9 411,3 803,9  
SD: 5338,28 679,09 764,36 2330,93 641,88 821,46

Nm. of fixations

| Participant number | Job requirements | Salary | Job position | Introduction | Application | Ad publisher |
|--------------------|------------------|--------|--------------|--------------|-------------|--------------|
| 4                  | 77               | 5      | 8            | 20           | 0           | 6            |
| 3                  | 20               | 1      | 3            | 9            | 0           | 9            |
| 6                  | 78               | 11     | 8            | 23           | 0           | 9            |
| 19                 | 9                | 6      | 0            | 10           | 1           | 0            |
| 20                 | 40               | 2      | 3            | 38           | 0           | 2            |
| 10                 | 101              | 7      | 7            | 38           | 1           | 9            |
| 18                 | 61               | 9      | 16           | 30           | 8           | 2            |
| 13                 | 80               | 11     | 7            | 28           | 8           | 0            |
| 2                  | 95               | 2      | 9            | 34           | 2           | 0            |
| 17                 | 49               | 4      | 6            | 13           | 0           | 2            |
| 12                 | 26               | 5      | 7            | 7            | 1           | 1            |
| 15                 | 64               | 9      | 11           | 29           | 4           | 1            |
| 9                  | 25               | 2      | 2            | 7            | 1           | 0            |
| 8                  | 41               | 9      | 7            | 33           | 6           | 8            |

|    |    |    |    |    |   |    |
|----|----|----|----|----|---|----|
| 16 | 20 | 5  | 5  | 18 | 2 | 3  |
| 14 | 70 | 11 | 8  | 32 | 2 | 7  |
| 7  | 34 | 1  | 6  | 12 | 2 | 0  |
| 1  | 50 | 5  | 7  | 17 | 0 | 15 |
| 5  | 48 | 7  | 5  | 35 | 1 | 1  |
| 11 | 70 | 9  | 15 | 35 | 4 | 9  |

Mean: 52,9 6,05 7 23,4 2,15 4,2  
SD: 26,27 3,39 3,87 11,04 2,56 4,41

#### 11. Fabjan Aesthetics job advertisement (dynamic stimulus 1)

Total duration of fixations [ms]

| Participant number | Company | Dopust | Face 1 | Face 2 | Iščemo | Nove sodelavce | Text |
|--------------------|---------|--------|--------|--------|--------|----------------|------|
| 4                  | 1408    | 1350   | 617    | 1208   | 875    | 0              | 443  |
| 3                  | 942     | 333    | 425    | 0      | 124    | 572            | 225  |
| 6                  | 275     | 675    | 587    | 2575   | 268    | 450            | 0    |
| 19                 | 250     | 1739   | 683    | 975    | 1092   | 180            | 0    |
| 20                 | 0       | 471    | 951    | 3149   | 396    | 502            | 0    |
| 10                 | 1178    | 105    | 225    | 583    | 702    | 572            | 0    |
| 18                 | 0       | 1273   | 741    | 1668   | 475    | 411            | 0    |
| 13                 | 0       | 1362   | 376    | 900    | 1304   | 557            | 0    |
| 2                  | 216     | 354    | 333    | 2351   | 142    | 29             | 300  |
| 17                 | 800     | 561    | 383    | 450    | 509    | 555            | 0    |
| 12                 | 2050    | 1200   | 133    | 667    | 617    | 532            | 0    |
| 15                 | 442     | 600    | 883    | 1832   | 758    | 519            | 0    |
| 9                  | 0       | 815    | 758    | 958    | 329    | 194            | 0    |
| 8                  | 0       | 1922   | 856    | 1041   | 524    | 557            | 0    |
| 16                 | 0       | 1266   | 758    | 1075   | 591    | 574            | 0    |
| 14                 | 1009    | 497    | 150    | 1582   | 375    | 232            | 0    |
| 7                  | 0       | 658    | 427    | 650    | 403    | 0              | 1533 |
| 1                  | 0       | 877    | 401    | 2320   | 174    | 461            | 0    |
| 5                  | 0       | 800    | 391    | 2817   | 225    | 249            | 0    |
| 11                 | 0       | 1483   | 725    | 2042   | 583    | 564            | 0    |

Mean: 428,5 917,05 540,15 1442,15 523,3 385,5 125,05  
SD: 599,39 502,18 247,47 870,38 310,73 209,42 353,49

Nm. of fixations

| Participant number | Company | Dopust | Face 1 | Face 2 | Iščemo | Nove sodelavce | Text |
|--------------------|---------|--------|--------|--------|--------|----------------|------|
| 4                  | 6       | 4      | 3      | 7      | 6      | 0              | 2    |
| 3                  | 5       | 1      | 2      | 0      | 1      | 2              | 2    |
| 6                  | 1       | 2      | 2      | 7      | 2      | 1              | 0    |

|    |   |   |   |    |   |   |    |
|----|---|---|---|----|---|---|----|
| 19 | 2 | 5 | 3 | 4  | 4 | 1 | 0  |
| 20 | 0 | 2 | 5 | 9  | 3 | 3 | 0  |
| 10 | 6 | 1 | 2 | 2  | 5 | 2 | 0  |
| 18 | 0 | 8 | 4 | 8  | 2 | 3 | 0  |
| 13 | 0 | 6 | 3 | 4  | 8 | 2 | 0  |
| 2  | 2 | 3 | 2 | 9  | 1 | 1 | 2  |
| 17 | 4 | 4 | 2 | 3  | 2 | 2 | 0  |
| 12 | 7 | 4 | 1 | 1  | 4 | 3 | 0  |
| 15 | 2 | 2 | 6 | 11 | 5 | 2 | 0  |
| 9  | 0 | 6 | 6 | 6  | 3 | 2 | 0  |
| 8  | 0 | 5 | 4 | 3  | 3 | 3 | 0  |
| 16 | 0 | 8 | 3 | 5  | 3 | 2 | 0  |
| 14 | 2 | 3 | 1 | 10 | 2 | 2 | 0  |
| 7  | 0 | 3 | 4 | 5  | 3 | 0 | 10 |
| 1  | 0 | 3 | 2 | 7  | 1 | 1 | 0  |
| 5  | 0 | 3 | 3 | 6  | 1 | 2 | 0  |
| 11 | 0 | 3 | 3 | 8  | 3 | 2 | 0  |

Mean: 1,85 3,8 3,05 5,75 3,1 1,8 0,8  
SD: 2,41 2,02 1,43 3,02 1,83 0,89 2,28

## 12. Adecco-KFC job advertisement (dynamic stimulus 2)

Total duration of fixations [ms]

| Participant number | Face | Fleksibilen delovnik | Izobraževanje v tujini | KFC logo |
|--------------------|------|----------------------|------------------------|----------|
| 4                  | 6076 | 117                  | 633                    | 0        |
| 3                  | 4842 | 708                  | 367                    | 150      |
| 6                  | 7424 | 477                  | 175                    | 207      |
| 19                 | 6411 | 407                  | 525                    | 154      |
| 20                 | 4938 | 575                  | 0                      | 20       |
| 10                 | 6148 | 575                  | 592                    | 132      |
| 18                 | 6824 | 628                  | 333                    | 117      |
| 13                 | 6860 | 225                  | 433                    | 125      |
| 2                  | 5563 | 119                  | 117                    | 218      |
| 17                 | 8179 | 451                  | 150                    | 0        |
| 12                 | 5750 | 649                  | 458                    | 325      |
| 15                 | 7759 | 375                  | 508                    | 108      |
| 9                  | 6729 | 292                  | 491                    | 0        |
| 8                  | 7801 | 442                  | 200                    | 0        |
| 16                 | 8426 | 516                  | 442                    | 0        |
| 14                 | 6477 | 200                  | 0                      | 183      |
| 7                  | 5147 | 305                  | 504                    | 0        |
| 1                  | 7592 | 300                  | 0                      | 158      |
| 5                  | 6935 | 542                  | 0                      | 0        |
| 11                 | 7338 | 0                    | 442                    | 142      |



Mean: 6660,95      395,15      318,5      101,95  
SD: 1058,42      196,63      216,61      95,08

| Participant number | Mednarodno okolje | Plača | Red text | zaposlitev NDČ |
|--------------------|-------------------|-------|----------|----------------|
| 4                  | 692               | 585   | 3188     | 625            |
| 3                  | 391               | 206   | 3320     | 708            |
| 6                  | 350               | 0     | 1500     | 550            |
| 19                 | 583               | 188   | 1675     | 458            |
| 20                 | 0                 | 0     | 1100     | 334            |
| 10                 | 583               | 266   | 1291     | 567            |
| 18                 | 342               | 526   | 1900     | 384            |
| 13                 | 742               | 549   | 1175     | 475            |
| 2                  | 0                 | 0     | 433      | 383            |
| 17                 | 500               | 132   | 1149     | 266            |
| 12                 | 692               | 569   | 1402     | 683            |
| 15                 | 708               | 392   | 2075     | 767            |
| 9                  | 0                 | 500   | 1458     | 267            |
| 8                  | 675               | 183   | 891      | 308            |
| 16                 | 317               | 240   | 1133     | 392            |
| 14                 | 158               | 0     | 1283     | 315            |
| 7                  | 167               | 576   | 2579     | 383            |
| 1                  | 117               | 0     | 1092     | 325            |
| 5                  | 150               | 168   | 916      | 192            |
| 11                 | 466               | 316   | 1308     | 666            |

Mean: 381,65      269,8      1543,4      452,4  
SD: 259,64      218,70      743,00      168,74

#### Nm. of fixations

| Participant number | Face | Fleksibilen delovnik | Izobraževanje v tujini | KFC logo |
|--------------------|------|----------------------|------------------------|----------|
| 4                  | 20   | 1                    | 3                      | 0        |
| 3                  | 13   | 2                    | 4                      | 1        |
| 6                  | 20   | 3                    | 1                      | 1        |
| 19                 | 15   | 4                    | 3                      | 1        |
| 20                 | 25   | 3                    | 0                      | 1        |
| 10                 | 16   | 3                    | 3                      | 1        |
| 18                 | 23   | 3                    | 2                      | 1        |
| 13                 | 20   | 2                    | 2                      | 1        |
| 2                  | 25   | 1                    | 1                      | 2        |
| 17                 | 20   | 4                    | 1                      | 0        |
| 12                 | 14   | 3                    | 3                      | 2        |
| 15                 | 18   | 2                    | 3                      | 1        |
| 9                  | 29   | 3                    | 3                      | 0        |

|    |    |   |   |   |
|----|----|---|---|---|
| 8  | 19 | 1 | 1 | 0 |
| 16 | 20 | 2 | 2 | 0 |
| 14 | 23 | 1 | 0 | 1 |
| 7  | 22 | 2 | 2 | 0 |
| 1  | 20 | 1 | 0 | 1 |
| 5  | 20 | 2 | 0 | 0 |
| 11 | 20 | 0 | 1 | 1 |

Mean: 20,1 2,15 1,75 0,75  
SD: 3,86 1,09 1,25 0,64

| Participant number | Mednarodno okolje | Plača | Red text | zaposlitev NDC |
|--------------------|-------------------|-------|----------|----------------|
| 4                  | 4                 | 4     | 15       | 4              |
| 3                  | 2                 | 2     | 22       | 3              |
| 6                  | 2                 | 0     | 8        | 3              |
| 19                 | 3                 | 1     | 10       | 4              |
| 20                 | 0                 | 0     | 8        | 2              |
| 10                 | 3                 | 2     | 7        | 4              |
| 18                 | 2                 | 3     | 12       | 2              |
| 13                 | 3                 | 4     | 7        | 3              |
| 2                  | 0                 | 0     | 5        | 2              |
| 17                 | 1                 | 1     | 7        | 2              |
| 12                 | 3                 | 4     | 9        | 4              |
| 15                 | 4                 | 2     | 10       | 5              |
| 9                  | 0                 | 3     | 8        | 2              |
| 8                  | 1                 | 2     | 5        | 2              |
| 16                 | 1                 | 3     | 7        | 1              |
| 14                 | 2                 | 0     | 7        | 2              |
| 7                  | 2                 | 4     | 14       | 3              |
| 1                  | 1                 | 0     | 5        | 1              |
| 5                  | 1                 | 1     | 5        | 1              |
| 11                 | 4                 | 2     | 7        | 2              |

Mean: 1,95 1,9 8,9 2,6  
SD: 1,32 1,48 4,18 1,14

## **Appendix 5: Interview transcripts**

### Participant 001

Laura: Let's start the interview. I'd like to remind you once again that this interview is being recorded for easier transcription. To begin, please state your gender and age.

001: 23 years old, male.

Laura: Which ads did you remember the most and why?

001: The one for a job at KFC because it was a video ad, and the ad where the salary was listed because the format was familiar to me. I also remembered the first one a bit more.

Laura: Which ads did you like the most and why?

001: The video ad because it's the most practical, and the shorter ads because there's not so much text to read.

Laura: Was there any ad that stood out in a negative way?

001: No.

Laura: Alright. Which information in the ad is most important to you?

001: The salary and the job description — what the work involves.

Laura: Did you feel that any information was missing from one or more ads?

001: The salary wasn't listed very often.

Laura: Do you generally feel that this kind of information is often missing?

001: It depends on where, but in my opinion, yes, it often is.

Laura: Did you find ads with images or videos better?

001: Yes.

Laura: Do you think that images add value to an ad?

001: Yes.

Laura: In that case, do you pay more attention to the ad or the image?

001: The ad — but it's nicer when there's also an image alongside it.

Laura: Which ads would you highlight as the most effective in providing information?

001: Video ads and those with images, or those with less text.

Laura: What has your experience been like with job searching online? Do the ads shown there differ significantly from the ads you see in everyday life?

001: Yes, they do differ.

Laura: How do they differ?

001: I see more ads on Instagram Stories, where employers are looking for someone for service jobs or something similar.

Laura: How did you find the eye-tracking study?

001: Great.

Laura: Do you have any additional comments or thoughts you'd like to share about your experience with the study?

001: Nothing at all, everything was great.

Laura: Great — with that, the interview is concluded. Thank you for your participation.

### Participant 002

Emil: We'll start the interview. The interview is being recorded for easier transcription. Please state your gender and age.

002: I'm male, 23 years old.

Emil: Which ads did you remember the most and why?

002: The video ads, because video provides more visual stimulation, and as a result, you remember more. Also, that green ad with the woman on the right side, because of the colors. I remembered the plainest ones the least.

Emil: Which ads did you like the most and why?

002: Probably the video ads because they attract attention the most. Especially now, when we constantly consume "reels" — I don't have the attention span to read everything [on the ad].

Emil: Did any ad stand out in a negative way? If so, why?

002: Not really.

Emil: Which information in an ad is most important to you?

002: In my opinion, the salary — if it's even listed — and probably the requirements and job responsibilities. Basically, what I'll be doing and what I need to be able to do the job.

Emil: Did you feel like any information was missing from one or more ads?

002: Not really — the ads generally seemed well-written. But some felt a bit lacking in terms of the requirements and job description I mentioned earlier.

Emil: Do you think that certain information is generally missing in ads?

002: I don't think there's a general pattern. There are better and worse ads, but I didn't notice any specific trend.

Emil: Did you find ads with images and videos better?

002: Yes, definitely.

Emil: Do you think images add value to an ad?

002: Yes, they definitely add some value.

Emil: In those cases, did you pay more attention to the image or the text?

002: I wouldn't say I paid more attention to the image — but when it comes to overall focus, it gets split between the image and the text. When there's only text, I focus more on it. But I wouldn't say the image takes much attention away from the text.

Emil: Which ads would you highlight as the most effective in providing information?

002: Video ads and those that get to the point as quickly as possible. With those really long ads, I just skimmed through them — I didn't read them that attentively.

Emil: What has your experience been like with job searching online? Do the ads shown there differ significantly from the ads you see in everyday life?

002: Yes, they do. I mostly searched through the [e-Student] Service. There, the visual aspect of the ads — what we actually see — isn't done very well. I definitely think they could benefit a lot from making the website more visually appealing.

Emil: How did you find the eye-tracking study?

002: Very interesting. I had heard about it before when we talked about it in one of my university courses. I think it's a good method for improving small details in ads because you get very precise data on what the user focuses on the most. I think the eye tracker is really great for that.

Emil: Do you have any additional comments or thoughts you'd like to share about your experience in the study?

002: No.

Emil: Alright, that concludes the interview. Thank you for your participation.

### Participant 003

Emil: We're starting the second part of the study. I'd like to remind you that this interview is being recorded for easier transcription. Please state your gender and age.

003: Male, 25 years old.

Emil: Which ads did you remember the most and why?

003: I remembered the Novartis ad the most because it's related to my field — even though the specific job wasn't directly tied to my expertise — but the company is well-known to me, and I'm interested in that industry.

Emil: Which ads did you like the most and why?

003: The minimalist ones — those that didn't have too much text. I didn't like the video ads because there was too much going on, and they felt like intrusive ads or TikTok. So, I preferred minimalist ads.

Emil: So, would you say the video ads stood out in a negative way?

003: Yes, the video ads and those LinkedIn ads with way too much text.

Emil: Which information in an ad is most important to you?

003: Salary, of course, and what the actual job responsibilities are.

Emil: Did you feel like any information was missing from one or more ads? Do you think certain information is generally missing in ads?

003: I didn't focus on that too much. With video ads, though — even though I said I didn't like them — part of the reason I didn't like them is that the information isn't presented all in one place. It changes quickly, and you don't get a clear list of what the company offers or expects from you.

Emil: Did you find ads with images and videos better?

003: Not really. Images don't necessarily bother me, but they need to be done in a professional way — not just thrown in randomly.

Emil: Do you think images add value to an ad?

003: They definitely can — but only if they're used in the right way and actually add value.

Emil: In those cases, did you pay more attention to the image or the text?

003: No, I didn't focus more on the image.

Emil: Which ads would you highlight as the most effective in providing information?

003: The minimalist ads — the ones that don't have too much text but still include all the necessary information without any distracting elements.

Emil: What has your experience been like with job searching online? Do the ads shown there differ significantly from the ads you see in everyday life?

003: I saw quite a few LinkedIn ads here, but I usually don't search for jobs on LinkedIn, so I don't have much experience with those. The Novartis ad, for example, was more in line with what I'd usually look for. As for the video ads — they honestly put me off. It feels like the company isn't making enough effort to create a professional ad. Maybe if the videos were more polished, it would be a different story. But the more casual, amateurish videos really turn me away. I usually search for job ads directly on company websites, not on social media.

Emil: How did you find the eye-tracking study?

003: I thought it was excellent.

Emil: Do you have any additional comments or thoughts you'd like to share about your experience in the study?

003: I think it's great that you incorporated eye-tracking into the study. It's a fantastic idea because I believe you'll get very diverse results from different people.

Emil: Thank you for your responses. That concludes the interview — thank you for participating.

#### Participant 004

Emil: We're starting the second part of the study. I'd like to remind you that this interview is being recorded for easier transcription. Please state your gender and age.

004: Male, 25 years old.

Emil: Which ads did you remember the most and why?

004: I remembered the Micro Polo ad, the Blaž Vižentin ad, and the KFC ad. The first two because I know these people, and the third because I really like their wings. Besides that, the video elements stood out to me — the rhythm and style made them memorable.

Emil: Which ads did you like the most and why?

004: Similar to my previous answer — I liked the ones with a well-structured and clearly written format. It was immediately clear what the job responsibilities and benefits were. Also, I think video ads generally leave a stronger impression compared to written ones.

Emil: Did any ad stand out in a negative way? If so, why?

004: I think one of the ads — I'm not sure which one exactly — was just a huge block of text without any clear definition. Toward the end, there was an ad featuring a woman with a Russian-sounding name, and the whole thing was written in a kind of monotone style. It's the kind of ad you'd just want to skip entirely.

Emil: Which information in an ad is most important to you?

004: The job position, the employer, the salary, job responsibilities, and what they expect from you — as well as what they offer.

Emil: Did you feel like any information was missing from one or more ads? Do you think certain information is generally missing in ads?

004: Yes — often, salary information isn't provided. It's usually something like, "We'll discuss this later," which isn't very helpful. Sometimes on e-Student Service you don't even know who the employer is at first glance. And in some cases, there's just way too much text overall.

Emil: Did you find ads with images and videos better than those without them?

004: Not necessarily. The images used in these ads were often pretty bad — like a random picture of a woman sitting in an office. I'd much rather see a well-written ad. The images didn't add much for me.

Emil: Do you think images add value to an ad?



004: They definitely can, but only if they're informative.

Emil: In those cases, did you pay more attention to the image or the text?

004: I've always focused more on the text.

Emil: Which ads would you highlight as the most effective in providing information?

004: A few of the LinkedIn ads were quite well-written. The TikTok-style ad where text pops up point by point worked really well — it's easy to follow and remember the information. So, I'd say well-structured written ads with clear bullet points and edited video ads with text overlays.

Emil: What has your experience been like with job searching online? Do the ads shown there differ significantly from the ads you see in everyday life?

004: Yes — most of my job searches have been through e-Student Service, and those ads are very different. They're more serious and less focused on marketing tactics for grabbing attention. On LinkedIn, there's more creativity in the writing, whereas e-Student Service ads are much more formal and straightforward.

Emil: How did you find the eye-tracking study?

004: It was interesting — a good experience.

Emil: Do you have any additional comments or thoughts you'd like to share about your experience in the study?

004: I found it interesting that we looked at both videos and images. One concern I had was how that combination might affect my responses. If there had been more videos, I probably would've said they were more effective overall.

Emil: Great — thank you for your responses. That concludes the interview. Thanks for participating.

#### Participant 005

Emil: This interview is being recorded for easier transcription. Please state your gender and age.

005: Female, 24 years old.

Emil: Which ads did you remember the most and why?

005: I most remember Vesna Opalk's LinkedIn post because I found it the most ridiculous. It seemed a bit pretentious since they were looking for a "different" kind of HR person. Also, the KFC ad stuck with me.

Emil: Which ads did you like the most and why?

005: Both video ads. They grabbed the most attention, and they didn't have too much text.

Emil: Did any ad stand out in a negative way? If so, why?

005: The ones with too much unnecessary text.

Emil: Which information in an ad is most important to you?

005: Location, job title or role, salary, and desired qualifications.

Emil: Did you feel like any information was missing from one or more ads?

005: Yes — the salary wasn't listed everywhere.

Emil: Do you think certain information is generally missing in ads?

005: Sometimes duties are described too broadly, and it often turns out later that they're not even accurate. Salary is also often missing, as well as information on the possibility of remote work.

Emil: Did you find ads with images and videos better?

005: Yes.

Emil: Do you think images add value to an ad?

005: Yes, but only if they're not overly generic.

Emil: In those cases, did you pay more attention to the image or the text?

005: I'd say my attention was split. You glance at the image, but you still end up reading the text.

Emil: Which ads would you highlight as the most effective in providing information?

005: I'd say the Novartis ad on the e-Student Service — it was short, concise, and the most important information was bolded. Out of the ones shown here, I think that one covered what was necessary the best.

Emil: How would you compare static ads and video ads?

005: Videos definitely grab more attention, but it's hard to include all the necessary information in a video. For catching initial attention, videos work better, but for a short text-only ad, that can sometimes be more effective.

Emil: What has your experience been like with job searching online? Do the ads you've seen here differ from those you encounter in everyday life?

005: I was job hunting this past September, and I didn't really come across ads like these — mostly short job descriptions. Otherwise, I haven't looked at many ads, but if we're talking about job ads in general, these seem pretty similar to what you'd see in everyday life.

Emil: How did you find the eye-tracking study? Do you have any additional comments or thoughts about your experience?

005: It was great, I loved the experience.

Emil: Thank you for your responses. That concludes the interview. Thanks for participating.

#### Participant 006

Laura: Just a reminder that this interview is being recorded for easier transcription. To start, please state your gender and age.

006: Female, 24 years old.

Laura: Which ads did you remember the most and why?

006: The green one at the end and the video ads. That's because these ads required the least amount of my concentration to understand their main point. I watched a 10–15 second video, and that's it — while the longer ads had too much information to remember and comprehend.

Laura: Which ads did you like the most and why?

006: I liked the ad from the e-Student Service the most because it immediately stated the company, the offered job position, and what they were looking for. Among the LinkedIn ads, I liked those that were more structured — where some things were bolded and highlighted. Not the ones that were just bullet points where it's hard to distinguish what they're looking for and what they're using to attract people.

Laura: Did any ad stand out in a negative way? If so, why?

006: In a negative way?

Laura: Like if you thought, "I really didn't like this one."

006: Not really, but some ads were a bit boring or too long. The HR in culture ad was unnecessarily long — it didn't have enough concentrated information, and it felt a bit overloaded.

Laura: Which information do you generally find most important in an ad?

006: Who's hiring, what job position they're offering, and the required competencies. These should be highlighted right away so that individuals can quickly sort out why they're suitable, why they're not, and what interests them — plus a clear description of the main job duties.

Laura: Did you feel that any information was missing in one or more ads, or do you think job ads in general lack certain information?

006: I feel like it wasn't always clearly stated what the job duties were or how much experience was needed for the position. That was often missing or not emphasized enough. I'd often have to read the ad again. It's easier when ads use bullet points than when they're just blocks of text starting with "We're looking for someone like this and that," and only then do they start providing actual information. I think the second ad and a couple of others were written like that.

Laura: Do you think ads often lack certain information when you're job hunting?

006: Yes — especially when you're looking for something more specific, not like a serving job or something similar. In my field, law, I've often noticed that job ads rarely specify how much experience they expect. It's often unclear whether they want someone with work experience, whether they're willing to train someone with no experience, or if they value your willingness to learn. I think that's missing quite often.

Laura: Did you find ads with images or videos better?

006: Maybe they're better for grabbing attention, but I'd definitely approach this differently because I'm not sure how credible it seems. Maybe it's just my perspective, but when I see a TikTok-style video, I associate it with a lack of seriousness — and that format automatically doesn't attract me in terms of a company's credibility. It's probably more effective in terms of attention, though, so maybe they just need a different approach, like following trends but clearly describing what they want and offer.

Laura: Do you think images add value to an ad?

006: Maybe in terms of helping you remember something — which you could also achieve with an attractive logo. But I generally think it's hard to find an appropriate image for a job ad. It's often just pictures of people talking or sitting at a table... I wouldn't say that really adds value to the ad.

Laura: In those cases, did you pay more attention to the image or the text?

006: I definitely looked at the image first, but none of the images really helped me understand what I was actually looking at — so I ended up focusing more on the text.

Laura: Which ads would you highlight as the most effective in providing information?

006: Probably the e-Student Service ad. That format was my favourite in terms of information.

Laura: So, the most structured one?

006: Exactly — most organized in terms of information.

Laura: What has your experience been like with job searching online? Do the ads shown here differ from those you usually encounter?

006: I mostly searched through the e-Student Service and rarely through other portals. I like the e-Student Service because you can quickly filter for legal services and easily browse what interests you — or search more generally if needed. Otherwise, I think personal connections are key these days; they help you find work faster than just applying to job ads.

Laura: Do the ads shown here differ from your usual job-hunting experiences?

006: No, I'd say my experiences were quite similar. If I see job posts on Facebook, they're often in the same format as on LinkedIn — so I think these ads covered most formats.

Laura: How did you find the eye-tracking study?

006: Really interesting — I'd never seen anything like that before.

Laura: Do you have any additional comments or thoughts for us?

006: Good luck — you've got this, just a bit more to go!

Laura: Thank you for your responses — that concludes the interview. Thanks for participating!

#### Participant 007

Laura: We're starting the second part of the research. I'd like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

007: Female, 22 years old.

Laura: Which ads did you remember the most and why?

007: The ones that were the most clear, had bullet points, maybe bold text, and some color. Clearly written ads.

Laura: So, did you remember the entire ad or just those clearly written parts of the ads?

007: The entire ads that were the most clear, immediately stated what they wanted, what they offered, and what they were looking for.

Laura: Which ads did you like the most and why?

007: Mainly the ads with bullet points, the ones with less text, those that immediately stated how many hours were required and the hourly wage.

Laura: Did any ad stand out in a negative way and why?

007: Yes, LinkedIn ads, which had too much text with very little actually important information.

Laura: Which information in an ad is most important to you?

007: Maybe the working hours — how long you work, the pay (depending on the job), location, working hours, and conditions regarding bonuses, absences, etc.

Laura: Did you feel that any information was missing in one or more ads?

007: Yes, I think in most cases, the information seemed like it was probably generated by artificial intelligence and didn't really add meaningful value for job seekers. Especially LinkedIn ads often felt like that.

Laura: Which parts seemed like they were written by AI?

007: For example, when they described the company environment as “communicative, friendly, we socialize a lot.” It seems like a generic description.

Laura: Do you generally feel, when looking for jobs, that ads are missing any information?

007: Yes, I think there's often missing information about working hours, overtime, whether overtime is paid, and whether workdays can be extended.

Laura: Did you find ads with images and videos better compared to those without them?

007: Yes, I would definitely say they are better. Especially when there's color and the text is more visually appealing. But compared to others, video ads lacked information — they offered a very basic description.

Laura: Do you think images add value to an ad?

007: Yes, I'd say from the employer's perspective, an ad with an image attracts more applicants. Even someone who is already employed and not actively job searching might stop and look at an ad with an image and bold text.

Laura: In this case, did you pay more attention to the image or the text?

007: Definitely, when there was an image, it caught my attention more, and the image often told me more compared to ads without images.

Laura: Which ads would you highlight as the most effective in conveying information?

007: Probably those from TikTok, although the content itself wasn't that impressive since TikTok isn't really a platform where you'd look for employees. The most effective were graphic-based ads — those that clearly stated what they wanted, had colours, and bold text. For example, the green ad immediately stated how many hours were required, the hourly wage, and everything else; those kinds of ads are the most effective for attracting job seekers.

Laura: What has your experience been like with job searching online? Did the ads you saw here differ much from the ones you've encountered?

007: No, I think these ads were quite representative of what you see when job hunting. I don't have much experience with full-time jobs, but on e-Student Service, job descriptions are often too vague and generic. Sometimes it's also hard to figure out which company is actually offering the job — on e-Student Service, you often have to dig to find that information. I also find it frustrating when the wage is listed as "negotiable." You don't know what kind of worker they're looking for, whether they expect someone for evening shifts, rotating shifts, etc. Those details are often missing.

Laura: How did you find the eye-tracking study?

007: Great — very interesting and educational.

Laura: Do you have any additional comments or thoughts about your experience with the study?

007: I'm curious about the connection between the ad's content and its format — like the colours used, why those colours, and whether the content even matters when an image or colour is more likely to grab someone's attention. Maybe that's something worth exploring in more depth.

Laura: Thank you for your responses — this concludes the interview. Thank you for participating.

### Participant 008

Emil: The interview is being recorded for easier transcription. Please start by stating your gender and age.

008: 25-year-old male.

Emil: Which ads did you remember the most and why?

008: I remembered the ad for an independent accountant, the green one, and the video ad where they were looking for vacation. I remembered the accountant ad because the green color really stood out, and it was very concise, which made it easier to remember. The vacation ad had fun humor, which made it memorable.

Emil: Which ads did you like the most and why?

008: Probably the video ads, because they conveyed their message with very few words, which meant less effort for my brain — I didn't need to read a lot. And you assume that if you follow the video or additional text, you'll get to more detailed information about the job.

Emil: Did any ad stand out in a negative way? If so, why?

008: Yes, one or two. I don't remember exactly which ones, but the ones with a lot of text and very long lines. You lose interest halfway through reading them.

Emil: Which information in an ad is most important to you?

008: The most important thing is their criteria [to apply] — so I can immediately figure out if I'm a good fit for what they're looking for. Also, what they expect from me and their location. For example, I remember one ad mentioned a job in Vrhnika, and honestly, I wouldn't want to commute there, so I'd probably skip that offer.

Emil: Did you feel like any information was missing in one or more ads? Do you think certain information is generally missing from job ads?

008: Yes, for example, the green ad, which I really liked because it was short and to the point, still lacked a lot of information — like what the actual daily tasks would be, what the job is based on, and more detailed criteria. I feel like this kind of information is often missing in job ads in general.

Emil: Did you find ads with images and videos better?

008: Yes, they grabbed my attention more. Maybe because you know you won't need to put in as much mental effort to understand what they're trying to say.

Emil: Do you think images add value to an ad?



008: Yes, definitely.

Emil: In this case, did you pay more attention to the image or the text?

008: Actually, no — I still went through the text first because I wanted to know what the ad was about. Even though they say a picture is worth a thousand words, that wasn't the case here. But having an image alongside the text does help make the ad more engaging — even if it's just a picture of a student, an employee, or something like that.

Emil: Which ads would you highlight as the most effective in delivering information?

008: The most effective one was the ad that already mentioned the salary and the location in Vrhnika — I don't remember exactly which one it was — because it was quite short but still told you everything: what the job was, what you'd be doing, who they were looking for, and how much they were willing to pay. Those are all the essential details you need.

Emil: What has your experience been like with job searching online? Did the ads shown here differ much from the ones you usually see?

008: Yes, they did. I noticed that many of the ads were from LinkedIn. I've also looked for jobs on LinkedIn before, but the ads weren't from direct individuals or HR departments — they were mostly from job search pages. I've also looked on various company websites, and I preferred those ads because they were more straightforward — like, "This is what we want, these are your tasks, and this is what we're looking for." Here, the ads often tried to present some friendly story, which is nice, but it doesn't help me much.

Emil: How did you find the eye-tracking study?

008: Very interesting! I've never had the chance to be part of something like this, but I've always been curious about how it works. I'm really glad I got to participate.

Emil: Do you have any additional comments or thoughts about your experience with the study?

008: Not really — but I'd love to hear any interesting findings from your side once the study is finished.

Emil: We'd be happy to share — it's a deal. Thank you for your answers and your participation.

#### Participant 009

Emil: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. Please first state your gender and age.

009: Female, 23 years old.

Emil: Which ads do you remember the most and why?

009: I mostly remember the e-Student Service and LinkedIn ads because I see them the most in my everyday life.

Emil: Which ads did you like the most and why?

009: I liked the TikTok ads the most because I think they are the most innovative and you don't need as much focus to read or watch them.

Emil: Was there any ad that stood out in a negative way? If yes, why?

009: No, not really. I didn't like the LinkedIn ads very much, but they weren't particularly negative.

Emil: Which information in the ad is most important to you?

009: Salary, if mentioned, working hours, and what is required for the job.

Emil: Did you feel that any information was missing in one or more ads? Do you think there are generally any missing details in ads?

009: Not really.

Emil: Do you think there are generally any missing details in ads?

009: No.

Emil: Did you find the ads with pictures and videos more effective?

009: Yes.

Emil: Do you think these pictures add value to the ad?

009: Yes.

Emil: In this case, were you more focused on the image than the text?

009: The image drew me in more, and then I started reading the text, I would say. But I wasn't more focused on the image than on the text.

Emil: Which ads would you highlight as the most effective in conveying information?

009: Short ones.

Emil: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you encounter in daily life?

009: Most of my job searches have been through the e-Student s Service. So, these ads are quite similar to those I've seen.

Emil: How did you find the eye-tracking research?

009: Very interesting.

Emil: Do you have any additional comments or thoughts you would like to share about your experience in the study?

009: Maybe only that if these were ads more related to my field, I would have read them in more detail and they would have been more accurate. Because these I saw and thought, "Okay, this doesn't really interest me," and I skimmed through them more than I probably would have with ones I care about. But otherwise, very interesting.

Emil: Great, thank you for your answers. This concludes the interview. Thank you for your participation.

#### Participant 010

Laura: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

010: 22 years old. Female.

Laura: Which ads do you remember the most and why?

010: Video ads. Because they were short and quickly grabbed my attention. I don't need to read long descriptions of what they offer.

Laura: Which ads did you like the most and why?

010: The ones from the Faculty of Economics with signs, and short ads with brief descriptions. The ones that are on one slide with green color, for example, the short ones where you can immediately see the point and don't need to read long descriptions.

Laura: Was there any ad that stood out in a negative way?

010: Yes, the one where they said they were looking for some staff, but then they incorrectly set up the profile and now they are offering the job again.

Laura: Why did this one stand out negatively for you?

010: Because first, they said they were looking for the wrong people, the wrong staff, and now they are doing the same thing again. I thought it was questionable to write that.

Laura: Which information in the ad is most important to you?

010: What they offer – what kind of work, the hourly rate, and what they require from me.

Laura: Did you feel that any information was missing in one or more ads?

010: A lot of information was missing. The salary wasn't mentioned, especially from the perspective of student work when looking at hourly rates.

Laura: Do you think there are generally any missing details in ads?

010: Probably depends on the ad.

Laura: Did you find the ads with pictures and videos better?

010: Yes.

Laura: Do you think these pictures add value to the ad?

010: Probably yes.

Laura: In this case, were you more focused on the image than the text?

010: I paid attention to both the image and the text. The ads with images usually also had shorter descriptions, they didn't write long and detailed ads.

Laura: So, you still paid attention to both the image and the text?

010: Yes.

Laura: Which ads would you highlight as the most effective in conveying information?

010: The last one or the second-to-last one – the green one, I thought it was good because it was described briefly. Video ads also seemed effective to me, as well as short ads.

Laura: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you have seen when searching for a job?

010: More or less, they all seemed similar to me. I mostly searched through the e-Student Service and LinkedIn.

Laura: How did you find the eye-tracking research?

010: Very good, excellent.

Laura: Do you have any additional comments or thoughts you would like to share about your experience in the study?

010: No.

Laura: Thank you for your answers, this concludes the interview. Thank you for your participation.

### Participant 011

Emil: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

011: Male, 25 years old.

Emil: Which ads do you remember the most and why?

011: I mostly remember the ad that was very short and colorful, I think it was green, with not much information. The other thing would be both videos.

Emil: Which ads did you like the most and why?

011: Definitely the videos because they were the most interesting. If I were looking for a job, it would be those that have the most information, but just for watching briefly, the ones that were the most colorful caught my attention.

Emil: Was there any ad that stood out in a negative way? If yes, why?

011: Yes. One ad had a strange Slovenianized word that was awkwardly placed in the text. It was "ads-ih." I don't know why, but it really bothered me.

Emil: Which information in the ad is most important to you?

011: The most important thing is that it's well-described what your tasks are, what is expected of you, and that the salary is mentioned.

Emil: Did you feel that any information was missing in one or more ads?

011: There were quite a few ads that were very long, they went on a lot, but there was a lot of filler, like "our team is positive, our team is great," but there were no expectations or salary mentioned.

Emil: Do you think there are generally any missing details in ads?

011: Yes, exactly. That was the problem with the short ads, which grab your attention, but in reality, you don't learn much about the job position.

Emil: Did you find the ads with pictures or videos better?

011: They definitely held my attention more, but if I were looking for a job, I would probably skip them first.

Emil: Do you think these pictures add value to the ad?

011: Sometimes they do, sometimes they don't. For example, there was a rather random picture of a person on the right side, looking at you while sitting at a desk. You end up focusing more on the elements of the picture.

Emil: In this case, were you more focused on the image than the text?

011: The image did pull me in a bit, but overall I focused more and paid attention to the text.

Emil: Which ads would you highlight as the most effective in conveying information?

011: The ones with a very well-structured format. Where it says what the expectations are, what kind of person they are looking for, what references you need, what salary is offered, all in separate paragraphs.

Emil: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

011: Recently, I've been looking at job ads a bit more. Everything is definitely possible. I think there's also a big difference depending on where the ad is posted. On some social media, everything looks a bit more boring, while on other platforms, you're limited by character count, so you have to write faster.

Emil: And finally, how did you find the eye-tracking research?

011: Very interesting, something new. I'm also curious about the results.

Emil: Do you have any additional comments or thoughts you would like to share about your experience in the study?

011: No.

Emil: Great, thank you for your answers, and thank you for your participation.

Participant 012

Emil: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. To start, please state your gender and age.

012: Female, 22 years old.

Emil: Which ads do you remember the most and why?

012: The one with the woman in the green field because of the picture, and the one where the person was walking on the escalator.

Emil: Which ads did you like the most and why?

012: Maybe the video ones.

Emil: Which one?

012: The one [video] where they point to the words because you quickly get the information.

Emil: Was there any ad that stood out in a negative way? If yes, why?

012: The last one, because there was way too much text and it was monotonous.

Emil: Which information in the ad is most important to you?

012: What they are looking for, the salary, yes, those two things.

Emil: Did you feel that any information was missing in one or more ads? Do you think there are generally any missing details in ads?

012: I didn't read them in detail. Often, they don't state the exact requirements you need to meet, but you have to infer from the ad whether your education fits, for example, they write "law or similar field."

Emil: Did you find the ads with pictures and videos better?

012: Yes.

Emil: Do you think these pictures add value to the ad?

012: Yes, I think they do.

Emil: In this case, were you more focused on the image than the text?

012: For a second, yes, but it also depends on the color. Because, for example, the red color attracts you much more.

Emil: Which ads would you highlight as the most effective in conveying information?

012: Either a short video or an image with short information.

Emil: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

012: I mostly looked on the e-Student Service, so yes, they are similar.

Emil: How did you find the eye-tracking research?

012: Interesting.

Emil: Do you have any additional comments or thoughts you would like to share about your experience in the study?

012: No, I just want to thank you for the invitation to participate.

Emil: Thank you for your answers and willingness to participate.

### Participant 013

Emil: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

013: Male, 23 years old.

Emil: Which ads do you remember the most and why?

013: The ones with videos because they were a bit more interactive.

Emil: Which ads did you like the most and why?

013: The ones with videos, for the same reason.

Emil: Was there any ad that stood out in a negative way? If yes, why?

013: Yes, one that had a lot of text. I don't remember which one, but it was text all over the page. I didn't even want to read it because of that.

Emil: Which information in the ad is most important to you?

013: Salary, what experience you need, working conditions, and the requirements.



Emil: Did you feel that any information was missing in one or more ads?

013: Yes, the salary.

Emil: Do you think there are generally any missing details in ads?

013: Generally no, but sometimes yes. Sometimes ads don't include everything you need to make a decision.

Emil: Did you find the ads with pictures and videos better?

013: Yes.

Emil: Do you think these pictures add value to the ad?

013: Yes.

Emil: In this case, were you more focused on the image than the text?

013: Yes.

Emil: Which ads would you highlight as the most effective in conveying information?

013: The ones where the information is more concise, where what's important is highlighted, not the ones that use extra [unnecessary] words.

Emil: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

013: No, they are similar to these. Otherwise, I have positive experiences with online job ads.

Emil: How did you find the eye-tracking research?

013: Nothing, that's it.

Emil: Do you have any additional comments or thoughts you would like to share about your experience in the study?

013: No.

Emil: Thank you for your answers, this concludes the interview. Thank you for your participation.

#### Participant 014

Laura: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

014: Female, 24 years old.

Laura: Which ads do you remember the most and why?

014: The video ads because they are interactive.

Laura: Which ads did you like the most and why?

014: The green ad because it had a picture of a person next to it and it wasn't too long to the point where you lose interest. I also liked the video ads because they weren't too long, and they kept my attention. Important things were also highlighted so that you wouldn't miss them.

Laura: Was there any ad that stood out in a negative way? If yes, why?

014: One LinkedIn ad that was very long and listed 15 qualities you need to have. They were all very generic qualities, like "be communicative, be reliable" — well, of course, who isn't?

Laura: Which information in the ad is most important to you?

014: Job description, whether it is a student job or a full-time job, whether there is a possibility of a full-time position after the student job, hourly rate, and whether there is an option for hybrid work.

Laura: Did you feel that any information was missing in one or more ads?

014: Yes, half of the ads didn't have the hourly rate, except for the one on the e-Student Service site. If the ad doesn't mention the option for remote work, it's unclear whether they offer hybrid work or not. On the e-Student Service site, it's correct to mention that.

Laura: Do you think there are generally any missing details in ads?

014: I wouldn't say I read many ads. Maybe, when I was looking for jobs, it was mostly through the e-Student Service, where most of the information is covered. Maybe the LinkedIn ads didn't have a lot of information.

Laura: Did you find the ads with pictures and videos better?

014: Yes, because they grabbed my attention more.

Laura: Do you think these pictures add value to the ad?

014: Yes.

Laura: In this case, were you more focused on the image than the text?

014: No, the image grabs your attention, but you still want to get the information and focus on that.

Laura: Which ads would you highlight as the most effective in conveying information?

014: The Novartis ad on the e-Student Service site had all the information — about hybrid work, hourly rate, and that it was a student job. It seemed to me that this was the only one that was rich in information.

Laura: So, do you think the format of the e-Student Service is the best for providing information?

014: I'm not sure if it attracts the most people. I'm not sure if it depends on the ad itself, but this one, as far as I'm concerned, was the best written.

Laura: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

014: Based on the fact that I got exactly one student job through the e-Student Service, I'd say the ads shown are similar to those in everyday life. However, I must say that my experiences in this area are not very extensive.

Laura: How did you find the eye-tracking research?

014: Fun.

Laura: Do you have any additional comments or thoughts you would like to share about your experience in the study?

014: Long ads are bad.

Laura: Thank you for your answers, this concludes the interview. Thank you for your participation.

### Participant 015

Emil: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

015: Male, 24 years old.

Emil: Which ads do you remember the most and why?

015: I definitely remembered the videos more, it also helped if there were pictures included in the ad. Why? That's probably more of a psychological question.

Emil: Which ads did you like the most and why?

015: Probably the video ones. They're more stimulating, easier to watch and read.

Emil: Was there any ad that stood out in a negative way? If yes, why?

015: Long ads, those that had a lot of text, and all those that contained unnecessary information. I think a good job ad should be more concise.

Emil: Which information in the ad is most important to you?

015: What the job title is, if it's temporary student work, how much it's paid, and if it's more of a permanent job, the pay doesn't need to be mentioned. Then, what they expect, but not personality traits, because all ads will mention that you're reliable or hard-working. I think that can be seen in an interview. I mainly want to know what the job title is and what they specifically expect from me.

Emil: Did you feel that any information was missing in one or more ads?

015: Yes, maybe the pay was missing in some student, short-term jobs. Maybe a more specific description of the work for some of them.

Emil: Do you think there are generally any missing details in ads?

015: In these videos, although they're more stimulating and easier to watch, and you remember some things better, some technical details might be harder to convey.

Emil: Did you find the ads with pictures and videos better than those without images?

015: Yes, in general, they are better.

Emil: Do you think these pictures add value to the ad?

015: Yes.

Emil: In this case, were you more focused on the image than the text?

015: If it had just a picture with a lot of text, I still focused more on the text. But if there was a big picture with less text, I focused more on the image, and for videos, I focused only on the video.

Emil: Which ads would you highlight as the most effective in conveying information?

015: Short written ads.

Emil: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

015: No, they seemed quite representative based on my experiences. Otherwise, I searched mainly on the e-Student s Service site and sometimes on Facebook. I haven't looked for ads much myself to analyse them in detail.

Emil: How did you find the eye-tracking research?

015: Very good, very interesting. I'd look at a lot of things with an eye tracker.

Emil: Do you have any additional comments or thoughts you would like to share about your experience in the study?

015: No.

Emil: Thank you for your answers, this concludes the interview. Thank you for your participation.

#### Participant 016

Laura: We will now begin the second part of the study. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

016: Male, 29 years old.

Laura: Which ads do you remember the most and why?

016: I remember the KFC ad the most because it was the most dynamic. There were a lot of animations. The elements that appear in the video attract attention.

Laura: Which ads did you like the most and why?

016: I liked the videos the most, mainly because something is always happening. All the other ones that were written were very long and dry, and over time, you lose the will to read them.

Laura: Was there any ad that stood out in a negative way? If yes, why?

016: I think the "Sedej" ad had too long a text - 3 pages, and you lose focus right from the start.

Laura: Which information in the ad is most important to you?

016: Employment conditions.

Laura: Did you feel that any information was missing in one or more ads?

016: I think the payment was missing.

Laura: Do you think there are generally any missing details in ads?

016: Often, the payment is missing, and more importantly, the possibility of advancement.

Laura: Did you find the ads with pictures and videos better?

016: Definitely, they attract more attention.

Laura: Do you think these pictures add value to the ad?

016: Absolutely.

Laura: In this case, were you more focused on the image than the text?

016: You remember the text better because you associate it with the image. It may stay in your memory longer.

Laura: Which ads would you highlight as the most effective in conveying information?

016: Videos, short video "teasers."

Laura: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

016: I am very active on LinkedIn, so I see a lot of job ads on LinkedIn, but I don't pay any attention to them.

Laura: How did you find the eye-tracking research?

016: Excellent. I hope there will be another similar study to which I will be invited.

Laura: Do you have any additional comments or thoughts you would like to share about your experience in the study?

016: Send me the final results so I can read them.

Laura: Thank you for your answers, this concludes the interview. Thank you for your participation.

### Participant 017

Laura: I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

017: Female, 26 years old.

Laura: Which ads do you remember the most and why?

017: The Adecco ad because I hadn't seen it before, the e-Student Service ad because I'm familiar with it, the Novartis ad, and the MikroPolo ad because I saw it yesterday online.

Laura: Which ads did you like the most and why?

017: I liked the Adecco ad the most because it immediately gets to the point. You get all the information you want right away, and it grabs your attention compared to written ads, which had a lot of text. I skimmed through those long ads, but in the end, I didn't remember what they were offering.

Laura: Was there any ad that stood out in a negative way? If yes, why?

017: I don't remember exactly which ads, but especially the ones with a lot of text where no part of the text was bolded or highlighted. Such ads require a lot of time to read, so personally, I wouldn't stop to read such an ad on the internet.

Laura: Which information in the ad is most important to you?

017: What they offer, meaning the contract, perhaps some work benefits, and what they are looking for - work conditions.

Laura: Did you feel that any information was missing in one or more ads?

017: Yes, most of the ads didn't have the salary listed, but I don't really expect that. They didn't specify the duration of the contract. Some ads were missing work conditions - what level of education you need.

Laura: Do you think there are generally any missing details in ads?

017: Generally, I think ads include work conditions so that a person knows if they are a suitable candidate for the job. Salary is often missing, but otherwise, based on my experience, ads usually include all the necessary details.

Laura: Did you find the ads with pictures and videos better?

017: They seemed more attractive to me, but I wouldn't say they were better.

Laura: Do you think these pictures add value to the ad?

017: Yes, depending on what the individual is looking for. If someone is just browsing the internet, I think the image adds a lot of value because it grabs attention. But if someone is actually looking for a job on a job portal, I don't think the image adds any significant value.

Laura: Were you more focused on the image than the text in this case?

017: No, I wasn't more focused on the image.

Laura: Which ads would you highlight as the most effective in conveying information?

017: The ones with a lot of text because they describe everything in detail.

Laura: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

017: I mostly searched for jobs online, mostly on LinkedIn or the MojeDelo.com portal. Some ads were different. I saw more ads on LinkedIn or MojeDelo.com, which I think are longer because they focus more on the text and less on advertising. I've also seen many job ads on social media, but these ads didn't make me want to apply for the job.

Laura: How did you find the eye-tracking research?

017: Very interesting experience. I've never done anything like this before. I think it's also great that technology is being used for such purposes, or that you have the opportunity to use it for your thesis. It's something new.

Laura: Do you have any additional comments or thoughts you would like to share about your experience in the study?

017: Overall, I find what you're researching interesting. I'm also curious to see the final results of the study and if they will differ significantly from my results.

Laura: Thank you for your answers, this concludes the interview. Thank you for your participation.

### Participant 018

Laura: I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

018: Male, 24 years old.

Laura: Which ads do you remember the most and why?

018: The video ads, because they included food.



Laura: Which ads did you like the most and why?

018: The e-Student Service, KFC, and Unija ads. With the e-Student Service ad, you immediately see the hourly wage, and since we all work for money, that was very appealing to me. The Unija ad was good because it also mentioned the possibility of an internship and the chance for advancement after the internship period, which made me feel like they are serious employers. I liked the KFC ad because, well, it's simply KFC.

Laura: Was there any ad that stood out in a negative way? If yes, why?

018: No.

Laura: Which information in the ad is most important to you?

018: The hourly wage/salary – if it's a student job. For regular work, I would be very happy if they mentioned whether remote work is allowed, what knowledge they expect, and what responsibilities the employee would have.

Laura: Did you feel that any information was missing in one or more ads?

018: Yes, especially in the video ads, which are generally interactive but contain very little information. It might seem fun when you see such an ad on TikTok, but on its own, it's useless – no one will apply to such an ad. Many ads didn't state what was expected from the individual; they only mentioned the skills required. Only one ad mentioned what skills a person must have and what was expected of them. Ads without this crucial information were just skimmed, and I didn't care about them or their content.

Laura: Do you think there are generally any missing details in ads?

018: Yes. I mostly look for job ads through e-Student Service, where they often list the employer's requirements, but they don't mention the individual's responsibilities. They tell you what you should know but don't state how long you'll work, what you'll do, why you'll do it, who you'll work with, or where you'll work – the location, for example. There's so much going on, and while the job you get might be good, it's also important to know if the job location works for you.

Laura: Did you find the ads with pictures and videos better?

018: More attractive, but not better.

Laura: Do you think these pictures add value to the ad?

018: They do if used correctly. For example, I would say the Unija ad was the best of all. It had all the information, included pictures, so you weren't just reading, and in the end, the ad was complete.

Laura: Were you more focused on the image than the text in this case?

018: I was more focused on the text, as the key information was in the text. The image added a nice contribution.

Laura: Which ads would you highlight as the most effective in conveying information?

018: Ads similar to the Unija ad. A lot of information is provided, and you know exactly what is expected of you, what you'll do, who you'll work with, and how much you'll be paid – this was also mentioned in another ad, where the salary was listed as €2800 gross. I generally find LinkedIn ads less meaningful, as it seems like anyone can post them. I could post an ad saying I need 10 people for a specific manager. It doesn't seem like a professional way to recruit. Perhaps this method of finding workers works better for freelancers who need someone to make specific graphics, while finding regular employment seems to require a certain level of professionalism.

Laura: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

018: I applied to 3 to 4 jobs, but they were all for short-term positions – opportunistic work. All other jobs I've done I got through other channels.

Laura: Do the ads you saw differ from the ads you saw when you were job hunting?

018: No, the e-Student Service ad was exactly like the ones I've seen when I searched for jobs. I also constantly see them on LinkedIn, TikTok, Facebook – practically all social media platforms. I wouldn't say they differ, maybe just that I was more attentive to them in this study – I didn't just skim through them, but I looked closely at what the ad was about. In everyday life, I would probably filter ads in such a way that I'd exclude all hospitality job offers and anything that pays less than €8 per hour, and then I'd have a list of jobs that suit my preferences.

Laura: How did you find the eye-tracking research?

018: Very interesting, especially because I've seen some examples of similar videos that analyse – not ads, but different types of videos.

Laura: Do you have any additional comments or thoughts you would like to share about your experience in the study?

018: I really enjoyed the research. I think I learned a lot, and I believe research in this area is critical for people working in HR departments.

Laura: Thank you for your answers, this concludes the interview. Thank you for your participation.

Participant 019

Emil: We are starting the second part of the research. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

019: Female, 23 years old.

Emil: Which ads do you remember the most and why?

019: Veleven [studios], because they are my competitors. And the ones that were video content.

Emil: Which ads did you like the most and why?

019: Video content. Because they are the most interesting for holding attention; I didn't feel like reading long texts, so I just skipped them, but with videos, there was enough happening that I could follow.

Emil: Was there any ad that stood out in a negative way? If yes, why?

019: No, only some had boring titles.

Emil: Which information in the ad is most important to you?

019: The salary, where I can apply, contact details, and what is expected from me.

Emil: Did you feel that any information was missing in one or more ads?

019: I wasn't paying that much attention, but surely there was some information missing. In video content, for example, it certainly didn't state what was expected from me, and I'm not sure if the salary was listed there. Longer ads probably had everything, while shorter ones might have missed something.

Emil: Do you think there are generally any missing details in ads?

019: Sometimes the salary is listed as "by agreement," which bothers me because it's not precise, but other than that, everything seems fine.

Emil: Did you find the ads with pictures and videos better?

019: Yes.

Emil: Do you think these pictures add value to the ad?

019: Yes, they add humanity.

Emil: Were you more focused on the image than the text in this case?

019: Not really.

Emil: Which ads would you highlight as the most effective in conveying information?

019: Video ads, but they should be done differently.

Emil: What have been your experiences with job searching online? Do the ads you saw differ significantly from those you see in everyday life?

019: On LinkedIn, it's a bit different from the e-Student Service portal. I've never paid attention on Instagram because I wasn't looking there, but I've also seen ads in Facebook groups.

Emil: How did you find the eye-tracking research?

019: Interesting.

Emil: Do you have any additional comments or thoughts you would like to share about your experience in the study?

019: It could have been longer. For next time, it might be interesting to include more diverse video content, where salary details and key information are mentioned, or a combination of video and text.

Emil: Thank you for your suggestions and answers. This concludes the interview. Thank you for your participation.

### Participant 020

Laura: We are starting the second part of the research. I would like to remind you that the interview is being recorded for easier transcription. Please state your gender and age.

020: Female, 25 years old.

Laura: Which ads do you remember the most and why?

020: I'm not sure which company it was, but it mentioned that they are looking for workers, and there were also two girls in the video, which made me remember it because it was a video ad. I also remember the KFC ad because it was a video and made in a simple way.

Laura: Which ads did you like the most and why?

020: The ad from the e-Student Service was my favourite because it was very general and listed exactly what they were looking for.

Laura: Was there any ad that stood out in a negative way? If yes, why?

020: Yes, the one that apologized for incorrectly setting up the job search profile. I thought that was a bit strange and unprofessional.

Laura: Which information in the ad is most important to you?

020: What exactly is being searched for, what kind of work is required, and the salary.

Laura: Did you feel that any information was missing in one or more ads?

020: In some ads, the gross salary and hourly rate were not listed.

Laura: Do you think that in general, the ads you see every day are missing any information?

020: Mostly, I think salary is missing in ads. It seems to me that it's an important piece of information. "Good salary" doesn't seem specific enough, because in the end, that salary might not be good.

Laura: Did you find the ads with pictures and videos better?

020: Yes, because I'm a visual person.

Laura: Do you think these pictures add value to the ad?

020: Yes.

Laura: Were you more focused on the image than the text in this case?

020: In ads that included pictures, I always looked at the image as well. So, the image attracted my attention, even if it didn't have actual meaning.

Laura: Which ads would you highlight as the most effective in conveying information?

020: The ad where they mentioned they were looking for someone with knowledge of the German language. The ad from the e-Student Service. These were the two ads I remember the most.

Laura: What have been your experiences with job searching online?

020: I've always searched for jobs through the e-Student Service, which seems like a simpler way to search for a job. I haven't looked for a job through a Career centre, I've always just sent an email and applied for a job.

Laura: Do the ads you saw differ significantly from those you've seen online?

020: Some of them seem quite similar. For example, if I compare job postings on LinkedIn, they seem very similar to the ads shown here, as well as certain ads or posts from companies looking for people that I see on TikTok. They seem pretty similar.

Laura: How did you find the eye-tracking research?

020: Very interesting, I've never seen anything like it before.

Laura: Do you have any additional comments or thoughts you would like to share about your experience in the study?

020: Not really.

Laura: Then thank you for your answers, this concludes the interview. Thank you for participating.