Marketing video-enabled social media as part of your e-recruitment strategy: Stop trying to be trendy

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ABSTRACT

In the war for talent, many organizations have started marketing the use of social media as a platform to communicate with and attract talent as part of their e-recruitment strategy. Recently, some of those organizations have begun replacing part of the e-recruitment process with social media platforms with video, such as Snapchat. Technology continues to advance and social media use has largely become an acceptable method for people to communicate, share ideas, and portray themselves both personally and professionally. Participants ($n = 535$) were surveyed regarding whether they would apply to an organization that marketed video-enabled social media as part of their hiring process, as well as their privacy concerns and attitude towards an organizations perceived trendiness. The results indicate that whilst privacy concerns exist, if organizations are only using video-enabled social media as part of their e-recruitment strategy to be perceived as 'trendy', then applicants are less likely to apply for the job.

1. Introduction

With the proliferation of social media, video-enabled social media has become an acceptable form of communication, from sharing ideas to portraying oneself both personally and professionally. Technology savvy organizations are exploring how social media fits into the workplace and how video-enabled social media can be more readily used during the e-recruitment process, as well as to better understand job applicant attitudes towards the use of such technology in regards to applying for a new position with an organization. Video-enabled social media is currently at the forefront of how people interact with each other, and share information. Individuals are able to connect with people from many different aspects of their life, including work, which can sometimes blur the lines between what constitutes appropriate use of social media when it comes to interaction with an organization as well as internal and external organizational relationships. Many employers search the social media profiles of potential candidates and form opinions of who that candidate may be outside of the interview process. Greysen et al. (2010) suggest that organizations need to create consensus-based standards for online professionalism if they intend to engage users of video-enabled social media in the e-recruitment process. Moreover, the screening of job applicant social media sites and/or video based applications as part of the recruitment process causes the applicant to feel as though their privacy has been invaded which

negatively affects their attitude and perception towards the attractiveness and trust of the hiring organization (Stoughton et al., 2015). To be seen as 'trendy', organizations use new technologies by connecting job applicants personal and business lives and video-enabled social media provides additional value because it connects online communities who distribute content and information as well as being active consumers (Van Esch et al., 2017). Moreover, such trends need to extend beyond just the e-recruitment process and be a part of an organizations overall business strategy (Culnan et al., 2010; Qualman, 2010). Hence, the purpose of this study is first, to investigate the effect on the use of video-enabled social media on job application likelihood as part of the e-recruitment process and second, to explore the effect of the candidates' attitude toward the organization in mediating the relationship between the use of video-enabled social media and job application likelihood. Lastly, to explore the effect of both privacy concerns and trendiness as 1st and 2nd stage dual moderators on the mediated model. This research is expected to guide organizations when they are marketing the use of video-enabled social media as part of their e-recruitment processes, in that, they also need to focus on the potential candidates' attitude towards the organization as well as their concerns relating to privacy and perceived trendiness, especially if they want to positively increase job application likelihood.

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2. Literature review and hypothesis development

There is no universal contemporary definition of "talent" in any one language, however, there are many different organizational definitions of talent (Tansley, 2011). These definitions are generally specific to the organization and dependent on the type of work undertaken. This research considers that when organizations market the use of video-enabled social media to attract talent, the concept of "talent" is an encompassing characteristic that concerns all potential, current and future employees (e.g. not restricted to only a few individuals), regardless if some have more talent than others (Armstrong and Taylor, 2014). Therefore, the focus is on talent identification to attract a competent workforce to support strategy, strategic human resource management efforts and economic performance (Rani and Joshi, 2012; Strack et al., 2012).

Gope et al. (2018) suggest that organizations mostly use external methods, mainly advertising and e-recruitment to identify and attract talented potential employees who could introduce new knowledge into the organization (Chatterjee, 2008). E-recruitment processes allow for standardizing the assessment of potential job applicants. This is achieved through a set of classifications, algorithms and core elements to provide comparable competence measures during the pre-screening and selection processes in either small, or large scale recruitment campaigns (Elia and Margherita, 2015).

Organizations are marketing video-enabled social media as part of their e-recruitment process as it is ideal for employee referrals as well as reducing both time and cost of the hiring process (Melanthiou et al., 2015). Galanaki (2002) suggests that most electronic devices have access to the internet, thus access to social media sites which enables potential candidates to both review and express an interest in a particular job post. Moreover, this gives a wider reach for both employers and job applicants' as it breaks down geographical barriers as well as providing immediate information on the hiring organization. Furthermore, Doherty (2010) suggests that an organizations' brand is positively affected when promoting the company through social media as it highlights the organization as flexible, innovative and technologically savvy is appealing to high caliber, young recruits and passive candidates/employees who are computer literate and educated.

The use of social media is increasing in both branding campaigns and the recruiting process, however, there has been limited research on social media use within recruiting (Madera, 2012; Walker, 2001). Interestingly and not surprising, an organizations reputation has a positive relationship with job application likelihood. However, in their research, Sivertzen et al. (2013) report that there was no interaction effect of the use of social media and corporate reputation on job application likelihood.

For organizations marketing video-enabled social media as part of their e-recruitment strategy, they need to market those attributes that are important to potential candidates, especially when they are considering an organization as a potential employer, then video-enabled social media may be a more effective recruitment tool, as it seems to be accepted by potential candidates, probably because it is quite similar to the advertisement of job vacancies via the internet (Davidson et al., 2011) (Fig. 1).

3. Dependent variable – job application likelihood

The marketing of video-enabled social media has become a new trend and an influencing factor in the e-recruitment process. Platforms such as Snapchat, provide candidates, employees and employers with a new ability to profile and apply for vacant job positions. However, these new technological advances in the human resource management (HRM) field are causing ethical, legal, privacy, moral and vilification concerns for potential candidates (Duffy et al., 2017). Recently, McDonald's introduced 'Snaplications', a process whereby candidates apply for a job by filming a short video and submit the content via Snapchat (Chicago Tribune, 2017). As organizations attempt to appear to be tech-savvy and trendy with their e-recruitment practices, these evolving practices (e.g. applicant data mining, blogs, cyber-vetting, social media and vlogs) highlight gaps and risks in the HR profession as both academics and practitioners play catch-up in terms of having ethical, moral and legal frameworks in place to deal with the emerging information and data security challenges (Holland and Jeske, 2017).

Applying for jobs through video-enabled social media exposes candidates to the different types of information that employers can gain through publicly accessible social media. In an attempt to achieve employment, job seekers have a nuanced nature about information privacy expectations as their perceptions are influenced pending whether or not they are actively seeking employment and the type of information required of them during the application process. Organizations marketing and utilizing social media (e.g. Facebook, LinkedIn, Snapchat, Twitter) for e-recruitment, need to be sensitive to the types of information and the ways they elicit such information from applicants, especially when it comes to video-enabled social media and social network related content (Gruzd et al., 2017).

The marketing of Snapchat and other social media networks enhances an organizations e-recruitment appeal in terms of attracting potential candidates during the initial recruitment phase (Cober et al., 2000). The appeal is heightened when candidates understand video-enabled social media's intent to be recruitment-oriented rather than screening-orientated (Williamson et al., 2003). The proliferation of social media networks now influences the individuals private and professional lives. Moreover, the technology allows individuals to 'obtain-review-store-share' information easily with minimal effort. Such advances allow organizations to deploy recruitment campaigns at much lower costs than traditional methods. This process ensures sufficient and suitable quantities of candidates due to the benefits of social media being available, candidate information being stored in one place, the ease of use, low time consumption, and the ability to provide quick feedback (DiNucci, 1999; Pajtinkova et al., 2017).

The marketing and use of video-enabled social media for job applications depends on the candidates' perception of the advantages that such networks can provide. Therefore, 'friends' within the social network play a key role as they can provide insights into organizations as well as 'share' and 'like' different e-recruitment campaigns. Whilst video-enabled social media appears to be an emerging trend for employers to deploy quick means of attracting potential candidates, job seekers' privacy concerns still need to be addressed. Moreover, organizations who are using video-enabled social media as a sign of their innovation and trendiness to appeal to job candidates, may in fact be adversely affecting the job application likelihood (JAL) of those very
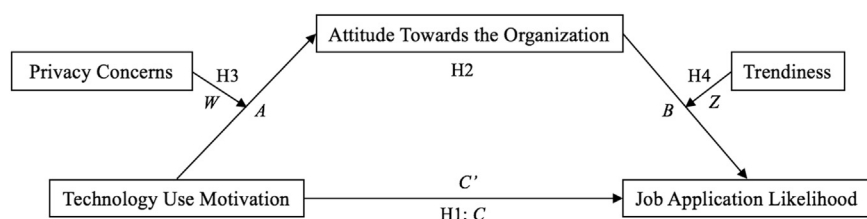
Fig. 1. Conceptual framework.

same candidates (Allen et al., 2004; Pajtinkova et al., 2017).

4. Technology use motivation

When marketing video-enabled social media as part of an e-recruitment ecosystem, technology use motivation (TUM) may translate into a potential explanation for job seekers perceptions and attitudes towards the organization (Arli et al., 2018). Karat (1997) suggests that motivation is the subjective assessment of the effectiveness, efficiency, and satisfaction of web based tools to achieve specific goals. Nielsen (2000) notes the positive outcomes of motivation where individuals utilize an information system as well as their attitude towards information systems when it comes to an organizations e-recruitment presence and capability.

Job seeker satisfaction with the usability of video-enabled social media in the e-recruitment process is more likely to positively influence the disposition of the organization whose job(s) they are applying for (Agarwal et al., 2000). This suggests that there is a relationship between an organizations e-recruitment campaign and technology use motivation (Gu et al., 2016). Interestingly, Williamson et al. (2003) suggest that application content usefulness influences job seeker outcome expectations as well as perceptions of organizational attractiveness. Moreover, organizations have little control over the initial phases of the e-recruitment process to influence job seeker predispositions, in terms of their expectations for gaining employment as well as their motivation and/or likelihood to use video-enabled social media in the job application process.

Stone et al. (2015) suggest that an e-recruitment system that utilizes video-enabled social media negatively effects potential candidates job application likelihood because of differences in computer anxiety (Frericks et al., 2003; O'Connell et al., 2001; Wallace and Clariana, 2005). Such differences include candidates requiring the advice of HR professionals (Johnson et al., 2009) and the process tends to be a one-way communication system which doesn't allow for interaction or the ability to ask questions. In a recent study, Buettner (2016) reported that, despite increased social media usage intensity, there was a negative effect on job offer success and therefore, social media and e-recruitment may not be effective or fully accepted by potential candidates or existing employees (Marler and Dulebohn, 2005). Therefore, we hypothesize the following:

H1. Technology use motivation of job seekers will negatively influence their job application likelihood.

5. Mediating effect – attitude toward the organization

Web based technology (e.g. social media networks) is a multi-faceted construct when it comes to human-computer interaction (Agarwal and Venkatesh, 2002). One facet includes the individual usability of such applications which in a job seeking context, influences the development of job candidates' perceptions and attitudes towards the organization (Allen et al., 2013; Kashi and Zheng, 2013). In terms of strategic e-recruitment, Maurer and Liu (2007) advise a multi-pronged approach is required to influence the target market of desired job applicants. This includes applying a job marketing approach (e.g. to the recruitment process) and persuasive communication and decision making (e.g. consumer behavior research) in order to encourage job seekers to use video-enabled social media as part of the organizations e-recruitment strategy. Anecdotally, there is no specific evidence that the marketing of new trends in strategic e-recruitment such as video-enabled social media (e.g. Snapchat) have helped Human Resources (HR) departments of organizations become more strategic (Ensher et al., 2002; Marler and Fisher, 2013).

E-recruitment has the capacity to elicit blended approaches (e.g. conventional, electronic) to provide both advancement and further insights in strategic HRM. However, such practices can cause spatio-temporally separated actors (e.g. organization, job applicants) which can have relational consequences for communities, differentiating and integrating, networks and virtual interactions (Lepak and Snell, 1998). Moreover, these consequences affect the inter and intra level relationships as technology use motivation (e.g. job applicant level) is a necessity for operational effectiveness at the macro level (e.g. organizational, strategic HRM) (Anderson, 2003; Strohmeier, 2007). Sylva and Mol (2009) suggest that little is known about job applicant responses to the application and selection processes when it comes to e-recruitment. Their research concluded that technology savvy, external candidates appeared to be more satisfied with the features and procedures of e-recruitment. Moreover, perceived efficiency and user-friendliness were deemed the most important factors in terms of overall satisfaction with the e-recruitment process and the organization as a whole (Dineen et al., 2002; Lievens and Harris, 2003; Ployhart, 2006).

With the development and marketing of video-enabled social media as being an enhancement to the e-recruitment process, then the novelty of such social media tools will still need to ensure issues such as slow feedback and technology problems are addressed, otherwise job applicants will continue to remain discontented (Feldman and Klaas, 2002; Lin, 2010; Pfieffelmann et al., 2010). This could have negative effects for the organization as the attraction and retention of quality job applicants could fall into jeopardy (Chapman and Webster, 2003). Opposing, marketing positive job applicant responses to their experiences with the e-recruitment process, leads to a higher acceptance rate of job offers and a more positive attitude towards the organization (Hausknecht et al., 2004; Lievens and Highhouse, 2003; Thielsch et al., 2012). Moreover, McCarthy et al. (2017) suggests it is important to explore potential candidates attitude towards the organization in relation to technology and if they admire, like, respect and feel inspired by organizations that utilize new technology. Therefore, we hypothesize the following:

H2. Attitude Towards the Organization will mediate the relationship between Technology Use Motivation and Job Application Likelihood.

6. Moderation effect – privacy concerns

When it comes to marketing e-recruitment, a situated perspective on technology use motivation provides a more complete interpretation of video-enabled social media use. In their recent study, Lemay et al. (2017) found that 'Passion' rather than 'Concern for Privacy' influenced the use of video-enabled social media. However, Gueutal and Stone (2005) have identified an ongoing concern around security issues, especially when related to personal information in terms of privacy and how organizations may use that information both intentionally and unintentionally (Safire, 2005).

The human-computer relationship in the e-recruitment process depends on the access, interaction, utility and usability experienced by the job applicant (Cober et al., 2003). Organizations use electronic means to collect information on job candidates because it lowers administrative costs whilst increasing response times (McClelland, 1994). Unfortunately, from a candidates' perspective, there is a perceived loss of anonymity and confidentiality (Panayotopoulou et al., 2007). Bauer et al. (2006) note that security and privacy concerns are overstated at the initial stage of the e-recruitment process. However, there is limited research as to job applicant attitudes towards personal information and privacy concerns associated with the other stages of the recruitment process. Therefore, a know-how of computers, technology and social media are key factors that influence job seeker attitudes towards organizations (Stone-Romero et al., 2003). Moreover, job applicants are aware that personal information is often used unintentionally in data selling, data use and fraud cases across both private and public organizations (O'Harrow, 2005). We hypothesize the following:

H3. Privacy Concerns will have a positive 1st stage moderating effect

Table 1
Reliability, descriptive statistics & Cronbach's alpha.

Scale	Mean (SD)	JAL	TUM	ATO	PC	T
Job Application Likelihood (JAL)	2.21 (0.89)	[0.87]				
Technology Use Motivation (TUM)	4.84 (1.41)	− 0.560[**]	[0.92]			
Attitude Toward the Organization (ATO)	5.58 (1.16)	− 0.427[**]	0.491[**]	[0.89]		
Privacy Concerns (PC)	5.10 (1.38)	0.133[**]	− .090[*]	0.124[**]	[0.88]	
Trendiness (T)	5.08 (1.28)	− 0.384[**]	0.595[**]	0.499[**]	0.062	[0.79]

Cronbach's Alpha = [α = > 0.7].
[**] p < .01
[*] p < .05

on the influence of Technology Use Motivation on Job Application Likelihood mediated by Attitude Towards the Organization, resulting in a moderated mediation

7. Moderation effect – trendiness

Using video-enabled social media to apply for jobs (e.g. gamification) can influence job seeker attitudes both directly and indirectly. Spence (1973) suggests that jobseekers use signaling theory (e.g. the information they have) to overcome ambiguous or incomplete information when it comes to both the job they are applying for and the organization whom has the job vacancy. The upside for organizations is that they can be seen as innovative, technologically advanced and trendy if they are marketing and using gamification in their e-recruitment processes.

Marketing an organizations symbolic attributes allows applicants to understand the culture of that organization as well as how they might refer to that organization as a potential employer (e.g. honest, prestigious, trendy) (Lievens and Highhouse, 2003; Lievens et al., 2005). Moreover, a job seekers perception of the image of an organization is determined by personality attributes. Slaughter et al. (2004) suggest both organizational image and style influence job-seeker perceptions of whether the organization is contemporary, trendy and up-to-date. Moore and Benbasat (1991) argue that those who are simply early adopters of applications via mobile phone are considered trendy. However, in terms of marketing e-recruitment, job applicants' perception of organizational fit, depends on the following perceived characteristics: credibility, dominance, empathy, honesty, influential, powerful, reputation, stylishness, trendiness and trustworthiness (Breaugh and Starke, 2000; Thorsteinson et al., 2004).

The marketing and use of video-enabled social media (e.g. Snapchat) can no longer be ignored as a tool for e-recruitment. Those organizations who do not utilize these technological advances, risk becoming less competitive in the war for talent (Bersin, 2013; Madia, 2011; Micik and Eger, 2015). Many organizations have marketed and adopted video-enabled social media as an innovative and trendy recruiting method. E-recruitment provides a low cost, easy and flexible portal to attract candidates, especially generation X and Z who are permanently connected in social networks via the Internet (Hada and Gairola, 2015; Janouch, 2011; Klementová et al., 2016; Strauss and Frost, 2012). Therefore, we hypothesize the following:

H4. Trendiness will have a negative 2nd stage moderating effect on the moderated mediation (TUM-PC-ATO-JAL), resulting in a dual stage moderated mediation.

8. Methodology

8.1. Data collection

Participants (n = 535) were recruited through an online survey platform (Hauser and Schwarz, 2016; Smith et al., 2016). All participants are considered "talent", as talent is an encompassing characteristic that concerns all potential, current and future employees (e.g. not restricted to only a few individuals), regardless if some have more talent than others. They were 42% female, and reported the following ethnic diversity: Asian (40.9%), White (39.8%), Indian (5.8%), Black (4.3%), Two or More (7.5%) and Other (1.7%). Participants received USD$0.30 for successfully completing the survey, a reasonable rate of pay compared to similar survey tasks.

8.2. Measures

This study used established scale items, consisting of such measures as Job Application Likelihood which was adapted from Feldman et al. (2006) and is comprised of 5-items intended to measure the perceived probability that a person will advance through the stages of a job application process from contacting the company to accepting the position if it is offered (*Very likely (1) and (5) Very unlikely*). Technology Use Motivation was adapted from Dong et al. (2008) and is comprised of 5-items intended to measure the degree to which a consumer believes that use of a certain piece of technology would lead to positive, personal consequences (enjoyment, independence, confidence) (*Strongly disagree (1) and (7) Strongly agree*). Attitude Towards the Organization was adapted from Aaker et al. (2010), and is comprised of 4-items intended to measure a person's attitude toward working for a particular company and the likelihood of seeking employment with it in the future (*Strongly disagree (1) and (7) Strongly agree*). Privacy Concerns was adapted from Okazaki et al. (2009) and is comprised of 4-items intended to measure a person's attitude about companies asking him/her for personal information (*Strongly disagree (1) and (7) Strongly agree*). Trendiness was adapted from Zhu and Meyers-Levy (2009) and is comprised of 3-items intended to measure the extent to which a person views an organization as being contemporary and stylish (*Not at all (1) and (7) Very much*). Table 1 summarizes the scale items used in this study.

8.3. Data analysis

See Table 3 for the regression results of this study. In Support of H1, we found a negative effect on the relationship between Technology Use Motivation and Job Application Likelihood (B = -0.27, p < .01). To investigate the role of Attitude Towards the Organization in the process that links Technology Use Motivation and Job Application Likelihood, separate bias-corrected bootstrap models were created, with 10,000 bootstrap samples taken from existing data as recommended by Hayes (2015). This process generates a 95% confidence interval, whereby mediation can be determined if zero falls outside the confidence interval, as per Preacher et al. (2007) and Zhao et al. (2010). In support of H2, the data indicates the mediation (e.g. path AB) effect is significant (p < .01, 95% CI = -0.09 to -0.03). In addition, the analysis showed the effect of Technology Use Motivation (e.g. path A), to be significant (p < .01). In turn, the effect of Attitude Towards the Organization (e.g. path B) on Job Application Likelihood was found to be significant (p < .01). See Table 2 for the mediation results of this study.

In Support of H3 and H4 and to test for conditional effects with both

Table 2
The mediating role of attitude towards the organization on the technology use motivation-job application likelihood relationship.

		Path	Model
Total Effect: (TUM → JAL; not controlling for ATO)		(Path C)	− 0.36**
TUM → ATO		(Path A)	0.45**
ATO → JAL		(Path B)	− 0.22**
Mediated/Indirect Effect: (TUM → ATO x ATO → JAL)		(Path AB)	− 0.10**
		95% CI	(− 0.09, − 0.03)
Direct Effect: (TUM → JAL; after the addition of ATO)		(Path C′)	− 0.27**

** $p < .01$.

Table 3
Regression results.

Independent Variables	Attitude Towards the Organization	Job Application Likelihood
Constant	− 0.02 (0.04)	2.29** (.03)
Technology Use Motivation	0.45** (.04)	− 0.27** (.02)
Privacy Concerns	0.14** (.03)	–
Technology Use Motivation x Privacy Concerns	− 0.09** (.02)	–
Attitude Towards the Organization	–	− 0.22** (.03)
Trendiness	–	− 0.02 (0.03)
Attitude Towards the Organization x Trendiness	–	− 0.10** (.02)
R^2	0.31	0.39
MSE	0.94	0.49
F	41.24**	94.67**
DF	3, 531	4, 530

The Numbers in parentheses are standard errors.
** $p < .01$.

first and second-stage moderation, we employed the PROCESS macro for SPSS (Model 21, Hayes, 2013), with separate bias-corrected bootstrap models created, using 10,000 bootstrap samples (Table 3).

An investigation of the conditional indirect effects further support Privacy Concerns as a moderator (H3) and Trendiness as a moderator (H4) on Job Application Likeliness. We analyzed this conditional indirect effect at three values for each moderator. For Privacy Concerns, the mean was (5.10), one standard deviation below the mean was (3.72) and one standard deviation above the mean was (6.48). For Trendiness, the mean was (5.08), one standard deviation below the mean was (3.80) and one standard deviation above the mean was (6.36). The bootstrap CIs indicated significant effects at all three levels for both Privacy Concerns and Trendiness (Table 4). Fig. 2 provides

Table 4
1st and 2nd stage dual moderated mediation analysis results.

| Conditional indirect effect (IE) of Technology Use Motivation for				
		Boot IE	Boot SE	95% Bootstrap CI
Low Privacy Concerns	3.72	− 0.05	0.02	− 0.09 to − 0.01
	5.10	− 0.12	0.02	− 0.17 to − 0.08
	6.48	− 0.19	0.03	− 0.27 to − 0.13
High Privacy Concerns	3.72	− 0.03	0.01	− 0.06 to − 0.01
	5.10	− 0.07	0.01	− 0.09 to − 0.05
	6.48	− 0.11	0.02	− 0.15 to − 0.07
Low Trendiness	3.80	− 0.05	0.02	− 0.09 to − 0.01
	5.08	− 0.04	0.02	− 0.08 to − 0.01
	6.36	− 0.03	0.01	− 0.06 to − 0.01
High Trendiness	3.80	− 0.19	0.03	− 0.27 to − 0.13
	5.08	− 0.15	0.03	− 0.20 to − 0.12
	6.36	− 0.11	0.02	− 0.15 to − 0.07
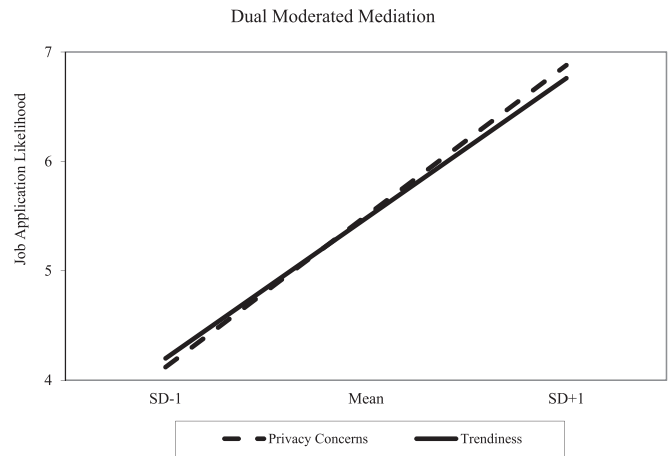
Fig. 2. 1st and 2nd stage dual moderated mediation.

representation of the relationships.

8.4. Privacy concerns moderates the relationship between technology use motivation and attitude towards the organization

In further support of H3, we tested the moderating effect of privacy concerns on technology use motivation and attitude towards the organization. The results of the regression indicated the two predictors explained 31% of the variance ($R^2 = .31$, $F(3531) = 41.25$, p < .001). It was found that Privacy Concerns significantly predicted attitude towards the organization ($\beta = 0.14$, $t(531) = 4.01$, p = .001), as did technology use motivation ($\beta = 0.45$, $t(531) = 10.78$, p = .001). The interaction, accounted for a significant proportion of the variance, $\Delta R^2 = .04$, $\Delta F(1, 531) = 12.90$, p = .00, $\beta = -0.09$, $t(531) = -3.59$, p = .001. The bootstrap CIs indicated significant effects at all three levels for Privacy Concerns, though it grew weaker at higher Privacy Concern values. Fig. 3 provides representation of the relationships.

8.5. Trendiness moderates the relationship between attitude towards the organization and job application likelihood

In further support of H4, we test the moderating effect of trendiness on attitude towards the organization and job application likelihood. The results of the regression indicated the two predictors explained 29% of the variance ($R^2 = .29$, $F(3531) = 81.15$, p < .001). It was
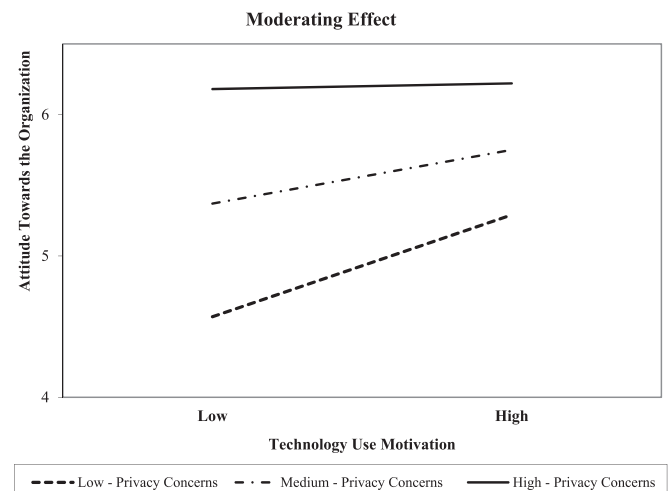

Fig. 3. Privacy concerns moderates the relationship between technology use motivation and attitude towards the organization.
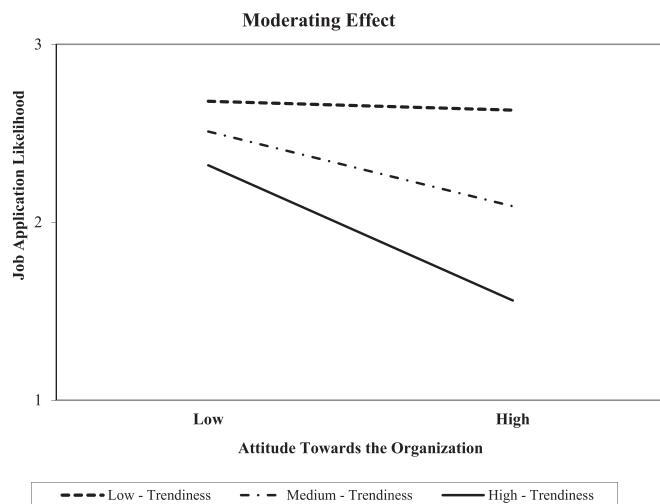
Fig. 4. Trendiness moderates the relationship between attitude towards the organization and job application likelihood.

found that Trendiness significantly predicted job application likeliness (β = -0.16, t(531) = -4.35, p = .001), as did attitude towards the organization (β = -0.31, t(531) = -9.04, p = .001). The interaction, accounted for a significant proportion of the variance, ΔR^2 = .07, ΔF(1, 531) = 29.88, p = .00, β = -0.12, t(531) = -5.47, p = .001. The bootstrap CIs indicated significant effects at all three levels for Trendiness though it followed a negative direction at the higher Trendiness values. Fig. 4 provides pictorial representation of the relationships.

9. Discussion and managerial implications

For marketers wanting to influence job seekers technology use motivation to increase job application likelihood, they must focus on the indirect effects of privacy concerns, trendiness, and their attitude towards the organization. This indicates that the relationship between privacy concerns and the indirect effect of technology use motivation on job application likelihood mediated by attitude towards the organization is a linear condition based on the trendiness of the organization. This is the index of conditional moderated mediation by privacy concerns for this model (e.g. 1st stage moderation). It quantifies the relationship between privacy concerns and the size of the indirect effect of technology use motivation conditioned on trendiness.

The relationship between trendiness and the indirect effect of technology use motivation is a linear function of privacy concerns. This linear function is the index of conditional moderated mediation by trendiness (e.g. 2nd stage moderation) and quantifies the relationship between trendiness and the size of the indirect effect of technology use motivation on privacy concerns. Finally, the indices of conditional moderated mediation indicate the share (Technology Use Motivation x Privacy Concerns → Attitude Towards the Organization) x (Attitude Towards the Organization x Trendiness → Job Application Likelihood) of the weighting, for trendiness. This is the index of moderated moderated mediation (e.g. 1st and 2nd stage) for this model and quantifies the rate of change in the moderation by privacy concerns on the indirect effect of technology use motivation as trendiness changes, as well as the rate of change in the moderation by trendiness on the indirect effect of technology use motivation as privacy concerns change (Hayes, 2018).

The marketing and use of video-enabled social media is an emerging trend in the job application process. Even though its current applicability is in the initial phase of the application process, job applicants have privacy concerns as well as concerns as to the intent of the organization (e.g. trying to be trendy). This means that, via marketing, participants are knowledgeable and happy to use social media

technology, they do not feel that it is a good fit for organizations to use video-enabled social media as part of their new hiring practices. Moreover, they are less likely to use a social media site to apply for a job, all of which is creating a negative effect on their overall attitude towards the hiring organization.

In the marketing of an organization's e-recruitment process, video-enabled social media is a fairly new practice that is used at the beginning stages to attract candidates (e.g. pull strategy) and then re-directs them to the hiring organizations website (e.g. push strategy). As video-enabled social media is imbedded into all stages of the hiring process, there are still a lot of questions and a lot of specifics that will need to be addressed before more people may be willing to embrace the concept. In terms of privacy, when a candidate uses video-enabled social media to apply for a position, who owns that video or post? Is it the person who posted, the social media site, or the company the person applied to? Furthermore, how long is that post or video application held on file, and how can the information be further used? It may be a concern if a candidate has applied to a company twice, two years apart, and the company can view both posts. Most employers keep applications on file for only one year, to help ensure that the information they're looking at for candidates is relevant and updated. It also allows candidates to update their experience and perhaps learn from past mistakes without bias.

Bias is another potential road block with video applications. Many international organizations, irrelevant of the country they operate in, require job applicants to have a photo as part of their Curriculum Vitae (CV) (Fernandez et al., 2017). However, this has not been a practice with CV's in the United States, as its been speculated that including a photo may lead to a type of bias (Waung et al., 2014, 2015). Such bias transcends video applications and whether that bias be for skin color, age, hair color, race, or another physical attribute, every person has certain biases, but whether recruiters are able to look past their personal biases, is yet to be investigated. Using a social media post or video application would grant an employer access to a person's physical image and their voice prior to inviting them to interview. Is this really an advancement from placing photos on CVs? This may open the organization to additional risk if someone is not selected for a job and feels that it is based on their age/race/religion, because it's clear that they are part of a protected class by viewing their video application (SHRM report, 2014).

Moreover, if a candidate applies for a job using video-enabled social media, does the organization then have access to that persons' full social media page? It also raises additional questions, such as how much of one's personal life should an employer be privy to, and how, if at all, does what people do in their personal lives affect their professional life (Podsakoff et al., 2003)? The results of this study indicate that individuals who use social media do not want to apply for jobs using video-enabled social media as an e-recruitment medium due to privacy concerns. Perhaps one explanation is that they want to keep their personal life separate from their professional life.

Before marketing video-enabled social media as part of their e-recruitment process, Human Resources (HR) practitioners need to ensure that they address the privacy concerns of potential job applicants. This would require a set of guidelines/policies around the use of social media as part of the e-recruitment process and informing potential candidates of such policies. Ensuring adequate feedback is provided to unsuccessful candidates to eliminate concerns over any perceived bias. Having adequate procedures in place in terms of data security, with so many social media accounts being hacked daily, an individual may not feel that their data is secure, and therefore would not post private information in a post or video. Lastly, it would be practical to clearly communicate the organizations intent for using social media and ensuring through systems and processes that the line between a potential candidates personal and professional life will not be crossed.

When it comes to organizations being seen as 'trendy', there is a fine line as being seen as technologically savvy, up-to-date and that of being

trendy. A job applicants' livelihood is at stake and if they perceive the organization as just trying to be trendy, then this has a negative effect on both job application likeliness and their overall attitude towards the organization. Brouer et al. (2015) suggests that job candidates personify organizations through imagery and the symbolic traits (e.g. subjective and non-tangible) which are often referred to as innovative and/or trendy, such traits are key factors of the applicants' attraction towards the organization (Argyris, 1982). If video-enabled social media is used at the first-stage of the e-recruitment process, candidates could become skeptical as to why it is not imbedded through-out the entirety of the e-recruitment process. Such skepticism may lead to concerns of being lured to apply for a job under false pretenses or that such techniques are just another management fad (Kennedy, 2004).

To ensure relevant outcomes of the e-recruitment process include changes in technology, ongoing trends in employment seeking behavior and sustained improvements in awareness, knowledge and/or behavior (Horsfall et al., 2010), organizations must incorporate social media as part of their overall business strategy and not just their hiring practices. The results of this study indicate that technology use motivation negatively effects job application likelihood, for some, social media may already present technological challenges. If such challenges are exacerbated by concerns for an organization just trying to be trendy, then this could have further negative consequences in terms of job application likelihood as well as a candidates' attitude towards the hiring organization.

For HR practitioners, it is imperative that the marketing of video-enabled social media within their e-recruitment strategies is an outcome (e.g. cascades) from the organizations overall strategy on social media adaptation and use. Moreover, that video-enabled social media is not just the first-stage of the recruitment process, rather embedded throughout the entire process and that the promotion of the use of video-enabled social media for recruitment is seen as an advancement of technology to enhance the job application likelihood of the candidate rather than being seen as just trendy. If technology use motivation and attitude towards an organization effect job application likelihood, then organizations need to ensure that all technology and its applications are not just for their own benefit (e.g. time saving, accuracy, cost reductions) but also to the benefit of the potential candidate (e.g. ease of use, privacy, not a fad, timeliness, adequate feedback).

10. Limitations, future research and conclusion

This research uncovered that negative effects occur between organizations marketing the use of video-enabled social media as part of their e-recruitment processes and potential candidates' attitudes towards the hiring organization and their job application likelihood. Employers contemplating whether or not to integrate video-enabled social media into their e-recruitment process at the application stage may want to conduct additional research into their target candidate pool in order to avoid alienating potential talent. Furthermore, organizations will need to understand the definition of 'trendy' and how that applies to their organization as seen through the eyes of the job applicant(s). In addition, a true understanding of what exact privacy concerns potential candidates would have if they were required to use video-enabled social media in the job application process. Moreover, organizations should conduct research into the use of social media and the effects it has on recruitment, especially if social media is not imbedded into the organizations overall business strategy. Lastly, a limitation of the research is that we asked participants specifically about Snapchat and no other video-enabled social media platforms. However, further research could include inquiries into other social media applications such as Facebook, Twitter, LinkedIn or other applications that have video/audio enabled. Such further research may shed light on the threshold of the job applicants personal/professional life as well as highlight different social mediums that are more appropriate in the e-recruitment process.

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