

**The Effect of Video Resume on Recruiters' Attitude: Examining Impression
Management Tactics and Social Capital Factor**

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ABSTRACT

This study aims to explore how self-promotion(Impression Management Tactics) in video resume can made difference, and if other's recommendation(Social Capital Factor) influence recruiters attitude. By conducting a quasi- experiment from 180 master degree students in Taiwan. Results is shown that: 1. Both the use of other's recommendation and self-promotion pose a positive influence on recruiter's cognition of job suitability and conation of hiring recommendation, but not on recruiters' affection of affective attraction in video resume screening. 2. There is no interaction effect between self-promotion and the use of the recommendation of others with regard to video resume screening.

Keywords: video resume, self-promotion, recommendation of others, recruiter's attitude, job suitability, affective attraction, hiring recommendation

INTRODUCTION

Resumes, recommendation letter and interview are the ‘classic trio’ assessment tools for recruiters and applicants in the formal recruitment and selection process. Resumes and recommendation letter are the most used in candidates screen process (Apers & Derous, 2017; Piotrowski & Armstrong, 2006; Steiner, 2012). Recently, due to technology development, new application in human resource management, such as broadband internet application usage, the video-hosting based and social media web sites with multimedia material, emerged and became increasingly popular (Lorenzi, 2008; Waung, Hymes, & Beatty, 2014). Organizations always provide the new channels, such as online resume posting sites with multimedia capabilities to allow job applicants to submit a video resume for the replacement or supplement to their paper resume (Dizik, 2010). Under this trend, video resume plays as an important role for both job seeker and employer in the job application process (Oostrom, van der Linden, Born, & van der Molen, 2013).

In the past few years, the research on video resume has focused on the following issues category to enrich the study of this new research field. (1) Recruiters’ viewpoint : the outcome of applicant evaluation, related to interview by recruiter including hiring decisions, personality judgment, perceived qualifications, and interview performance (Apers & Derous, 2017; Hiemstra, Derous, Serlie, & Born, 2012; Waung, Hymes, & Beatty, 2014; Waung, Hymes, Beatty & McAuslan, 2015). (2) Applicants’ viewpoint: the intentions to submit video resume to employer (Gissel, Thompson, & Pond, 2013). (3) Research method: Most of those researches are used experiment approach and argue the effect between video resume and paper resume. Those researches examine the antecedent, just like self- promotion, how to affect recruiter’s behavior mediating by frequency, gender with the theory of impression management (Waung, Hymes, Beatty & McAuslan, 2015), realistic accuracy model, media richness theory (Apers & Derous, 2017; Funder, 1995; 2001)) by inferring applicants’ personality for recruiter’s judgment. Of course, scholars should want to know more antecedents to affect the recruiter’s intention, attitude and behavior under other theory to enrich

our current research (Apers & Derous, 2017; Hiemstra, Derous, Serlie, & Born, 2012; Waung, Hymes, & Beatty, 2014; Waung, Hymes, Beatty & McAuslan, 2015).

As mentioned, reference letter or the recommendation of others on video commonly used by job seekers to enhance the credibility of their self-stated information. Further, the recruiter may feel those who provide letter or recommendation are the resources and social ties the applicant will bring to and benefit to the organization. Using social capital properly are helpful in securing a job (Lin and Burt, 2001).

The attitude of recruiter is a consistent evaluation of a person, a thing, or an object (Engel, Blackwell, & Miniard, 1995). To understand recruiters' psychological process of hiring particular applicant, we adopted a tri-component attitude (cognition, affection and conation, CAC) model that widely used in attitude researches. We treat recruiter's consideration of job suitability as cognition, affective attraction as affection, and the mental faculty of purpose, desire, or will to perform hiring recommendation as conation. This study designed to exam the influences of self-promotion and the use of recommendation on the three components--cognition, affection and conation of recruiters' attitude. Further, we exam the interactive influences of the use of the reference letter or recommendation that alters the relationships between self- promotion and the three components of recruiters' attitude.

This paper aims to examine that how both the antecedent of self-promotion and recommendation letter to affect the recruiter's attitude with the theory of impression management, social capital and CAC model.

THEORY AND HYPOTHESES

Video Resume

Resumes are the first assessment tools of suitability for organizations to determine the judgement to the second stage selection (e.g. interviews) according to the first impression by candidates' qualification in resume (Kouse, 1994; Phillips and Dipboye, 1989).

Video resumes are a new presentation approach to provide insight into one's personality and character and became widely used by new generation graduates (Doyle, 2012; Rolls and Strenkowski, 1993; Bruner, 2007), it's benefit for applicants aiming to show off their KASs in a convenient approach (Hiemstra et al., 2012). Studies posed a positive attitude toward this new form of resumes, it could distinguish candidate's traits, talents, and motivation for specific positions to recruiters and might have a greater opportunity to use self-promotion tactics, smaller format limitation, and the greater exposure of applicants' appearance, voice, mannerisms, and speech patterns (Apers and Derous, 2017; Waung et al., 2015). This growing use of video resumes is getting important, however, in empirical research on recruitment related studies.

Impression Management Tactics and recruiter's attitude

Impression Management Tactics, particularly the assertive tactics of self-promotion and ingratiation, are the most used in interview for all job candidates. (Ellis, West, Ryan and DeShon, 2002; Stevens and Kristof, 1995). Self-promotion tactics are aimed at promoting attributions of competence with four strategies including exemplification, entitlement, enhancement and positive self-description (Ellis et al., 2002). When a proper resume create a better impression can stand out from other applicants, self-promotion emphasizing or showing a person's qualifications or capabilities (Bolino and Turnley, 1999) is a critical issue in seeking a job.

Recruiter's attitude refer to the tendency that recruiter likes or dislikes a certain applicant through the recruiting process. Attitude is a person's consistent reaction of like or dislike is toward a particular object. Through the learning process, a person tends to like or dislike a certain person or object. Among the different constructs of attitude, the cognitive- affective- conation (CAC) model is widely adopted in attitude research (Arnould, Price & Zinkhan, 2004). Cognition refers to the belief that the target object includes more rational understanding rather than subjective emotional feeling. During the recruiting process, concerning the cognition of job suitability by evaluating candidate's quality (e.g., information on the resume) to fit the job position (Hosoda, M et al., 2003). Affection includes moods, emotions and affective memories (Arnould et al., 2004), which forms like or dislike and good or bad evaluation feedback. Wade and Kinicki (1997) found that there was a positive relationship between interpersonal attraction and interview outcomes. Montoya and Insko (2008)

separate interpersonal attraction into affective attraction and behavioral attraction to minimize the possible influences of overlap in conation components. Therefore, affective attraction was used to assess the affective evaluation of the target person in the recruiting research. Conation refers to the intentional and personal motivation of behavior, e.g., the proactive direction, energizing, and persistence of behavior (Hershberger, 1988). We can see conation as a factor that actually influence real behavior or can be recognized as a prediction of certain behaviors (Kaiser and Fuhrer, 2003). Conation has been used as a select intention or purchase activity for consumer behavior (e.g. Thorson and Leavitt, 1992) and drive to explain employee job engagement and organizational citizenship behavior (Bygrave, 2012). In this study, put hiring recommendation as the conation component to measure the participant's conation after watching the video resume to determine how much the participant would like to hire the applicant.

Self-promotion commonly associated with recruiter's attitude. By presenting previous achievements and personal future career plans positively (Kacmar and Erris, 1992), or showing a person's qualifications or capabilities (Bolino and Turnley, 1999). self-promotion tacitly will bring recruiter's perception or cognition a higher rating to create positive memorial points or spotlights during interviews. (Stevens and Kristof,1995; KristofBrown, Barrick, and Frnake,2002). According to Gilmore and Ferris' (1989) distinguishing method, self-promotion can be distinguished into high frequency and low frequency depends on perception of how the applicant attempted to make him or herself more outstanding.

Studies concluded that self-promotion lead to ratings of hiring, introducing to next selection stage, higher fitting degree, or higher performance expectation (e.g., Gilmore and Ferris, 1989; Higgins, Judge, and Ferris 2003; Kacmar et al., 1992). Stevens and Kristof (1995) claimed that using more self-promotion contents in the interviews will receive a higher hiring recommendation and a real job offer in the actual selection process in practical level and propose. Waung et al. (2015) believes that the positive result of self-promotion in interviews could be applied in the resumes and video resumes as well, however, the study concluded that perceived self-promotion in video resumes were ineffective for male applicants and might bring negative impact for female applicants.

As some inconsistent findings above, it is necessary to put more effort to clarify. And proposed following hypotheses:

Hypothesis 1: Video resumes with high self-promotion frequency, will be given of higher rating score of job suitability (a type of cognition) (1a), affective attraction (a type of affection) (1b) and hiring recommendation (a type of conation) (1c) from recruiter.

Role of social capital in recruiting

Social capital was defined as a resource in social network which could be used, accessed through direct or indirect relationship (Lin, 1990; 2000). Good social capital is found to be significantly helpful in securing a job (Lin, 1990; Burt, 2001). Recommendation letter also consider to be a chance that applicant reveal his/ her social capital. The recommender knows the applicant well or able to judge his or her performance assesses the abilities, qualities, traits, and talents of the individual being recommended. It is a valuable tool in selection because they offer a personalized view about applicant (Aamodt, 2005; Doyle, 2002). In hiring situation, the recommender would be cautious using his or her reputation as a guarantee to the candidate (Castilla, 2005; Fernandez et al., 2000). Recommendation benefits to recruiters not only gaining useful information, but also increasing P-O fit, reducing turnover and increasing organizational commitment (Nguyen et al., 2006).

Based on Information richness theory (Daft and Lengel, 1984, 1986; Daft, Lengel, and Trevino, 1987), the recommendation of others on video influence more on recruiter's attitude than single stimuli does (Imagery or words). Compared to recommendation letter, recommendation video would has higher multiple cues with audio and video stimulation, a higher language variety through body language, and a higher personal focus with eye contact and expression. The study expects a video recommendation has greater influence on recruiters' cognition, affection, and conation. We proposed the following three hypotheses as below. In this study, we arrange three types--no recommendation, with letter of recommendation, and recommendation video. Both recommendation letter and recommendation video are use an applicant's social capital.

Hypothesis 2: Recommendation with video resume will be given higher rating score of job suitability (a type of cognition) (2a), affective attraction (a type of affection) (2b) and hiring

recommendation (a type of conation) (2c) from recruiter that compared with absence of recommendation and with the recommendation letter.

In addition to clarifying the single effect of self-promotion frequency and the recommendation types on recruiter's attitude, we are interested the moderating role of recommendation on the relationship between self-promotion and recruiter attitude (McKnight and Kacmar, 2006). When information get from self-promotion and the recommendation of others are consistent, the credibility of information increased. Thus, the credibility will positively influence conation. Jin and Villegas (2007) indicated that higher credibility of online advertisement lead to higher acceptable. Gaziano and McGrath (1986) points out that the recommendation of others could reinforce the effect of self-promotion. Therefore, the study proposes the following three hypotheses:

Hypothesis 3: There is an interaction effect between self-promotion frequency and the use of the recommendation of others on job suitability (3a), affective attraction (3b) and hiring recommendation (3c) ,in which the use of the recommendation of others will moderate the effect of self-promotion frequency on job suitability. The research framework is shown as in Figure 1.

Insert Figure 1 about here.

METHODS

Stimuli

Participants across all conditions received the same video resume information except for the manipulation contents. We provided the video clips within 3 minutes and, in the study, a female research assistant was hired as an actress in the video clip to play the role of a 25-year old female applicant. The video resume contained simulated basic information about the job applicant's age, gender, name (named Wan-Ru Chen). Depending on the six different manipulations, the participants were provided with a video resume of different information.

Video resume development

A simulated video resume was developed as a fresh graduate with master degree diploma who prepares to enter the Taiwanese job market. The target job was simulated as an entry level of digital

marketing. According to Cole et al. (2007), the scripts of the video resume were simulated by three dimensions, including academic qualifications (education diploma, major, grade point and award), work experiences(individual job achievements and internship experience) and extracurricular activities(Member of professional societies or college clubs, held elected offices, volunteered for community activities) with total 10 items. The recording procedure applied the simple front facing camera approach including audio and video. The actress wore professional clothing (A formal blouse) and the taping process was completed in a television studio with proper video backgrounds and standard camera angles. One of the sample video's URLs is provided as the following link:

<https://www.youtube.com/watch?v=yHk0XMBQYWM>

Manipulations

Manipulation of Self-Promotion and the recommendation of others

Independent variable 1(Frequency of using self-promotion statements), it presents by high and low frequency of using self-promotion content. The scripts were developed based on the explanation of impression management from Bolino and Turnley (1999) who adopt the original definition from Johns and Pittman's Taxonomy (1982) for testing the frequency using self-promotion IM tactics (emphasizing or showing a person's qualifications or capabilities). The scale of manipulation check Cronbach's alpha is 0.82. Independent variable 2 (the use of the recommendation of others), three control conditions were developed in which the approaches of using the recommendation of others in the video resume differ by condition A(absence of any content involving the recommendation of others), condition B(recommendation letter was provided in the video) and condition C(recommendation video was recorded and provided in the video). The result of the reliability test of independent variable 1 was as follows, and none of the Cronbach's α was lower than 0.8 (≥ 0.8 indicates a good internal consistency).

Cognition (job suitability), Affection (affective attraction) and Conation (hiring recommendation)

The scale to test the job suitability in the study was adopted by Howard and Ferris (1996), using a Likert 5-point scale, 1 (strongly disagree) to 5 (strongly agree). The Cronbach's α was 0.81

The scale to test the affective affection is combined among five items from Montoya (2008)

and one item from Byrne's (1971) Interpersonal Judgment Scale (IJS), using a Likert 5-point scale, 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha was 0.80. The conative component of hiring recommendation was illustrated as a construct to assess recruiters' intentions in terms of hiring recommendations by Stevens and Kristof (1995), using a Likert 5-point scale, 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha was 0.80.

Research design

Experimental research is referred to as the research procedure that manipulates one or more than one variables in a controllable condition to measure them and analyze the results accurately.

Survey development

The survey of the study was conducted and finished online. Three main sections are surveyed, including collect demographic information from participants with four questions, clear simulated situation with a job description of the job vacancy (digital marketing) and combined all of the manipulations of independent variables and dependent variables. There were four questions regarding self-promotion manipulation, four questions in job suitability, six questions in affective attraction, and three questions in hiring recommendation.

Experiment design

The manipulation items of the study included the frequency of using self-promotion statements and the use of the recommendation of others, the experiment was designed by a between subjects approach which utilized simulated situation to manipulate a 2 (high frequency, low frequency) x 3 (no recommendation, recommendation letter, recommendation video) matrix. There were six groups and each group were participated by 30 participants (180 in total).

Procedure and participants

Participants in the study were master degree students, all 180 of the drawings were put in a paper box, and there were 30 drawings for each group (6 x 30 =180).

RESULTS

Hypothesis testing

Two-way ANOVA test on job suitability, affective attraction and hiring recommendation.

The results of main effect between the frequency of self-promotion and job suitability ($F =$

4.45, $p = 0.04 < 0.05$), and the recommendation of others and job suitability ($F = 8.00$, $p = 0.00 < 0.05$), the interaction effect between the frequency of self-promotion and the use of the recommendation of others ($F = 1.07$, $p = 0.35 > 0.05$) were provided. The hypothesis 3a was not supported, whereas self-promotion and the use of the recommendation of others did influence job suitability significantly respectively. High frequency of self-promotion, $M = 3.80$, $SD = 0.55$); low frequency of self-promotion, $M = 3.64$, $SD = 0.45$), it proved that compared to groups of low self-promotion frequency video resumes, recruiters gave higher job suitability (a type of cognition) rating scores on high self-promotion frequency groups, thus hypothesis 1a was supported.

On the other hand, after making sure of the difference of the frequency of self-promotion, to discuss the differences among groups in the use of the recommendation of others, the Tukey's HSD of Post Hoc Tests were used to determine the relationship within three groups (Tukey, 1949). The significant difference happened between groups of no recommendation and recommendation letter ($MD = -0.23$, $p = 0.03 < 0.05$), and between groups of no recommendation and recommendation film ($MD = -0.36$, $p = 0.00 < 0.05$). Nevertheless, there was no significance occurring between groups of recommendation letter and recommendation film ($MD = -0.13$, $p = 0.34 > 0.05$), thus hypothesis 2a was only partially supported. Both groups of recommendation film and recommendation letter outperformed the groups of no recommendation in job suitability but using recommendation film or recommendation letter showed no difference in this study.

The results of the main effect between the frequency of self-promotion and affective attraction ($F = 0.33$, $p = 0.56 > 0.05$), the main effect between the use of the recommendation of others ($F = 1.83$, $p = 0.16 > 0.05$), and the interaction effect between the frequency of self-promotion and the use of the recommendation of others ($F = 0.10$, $p = 0.91 > 0.05$). It also proved that the Hypothesis 1b, 2b and 3b were not supported.

The results of the main effect between the frequency of self-promotion and job suitability ($F = 4.34$, $p = 0.04 < 0.05$), the main effect between the use of the recommendation of others ($F = 4.58$, $p = 0.01 < 0.05$) and the interaction effect between the frequency of self-promotion and the use of the recommendation of others ($F = 1.08$, $p = 0.34 > 0.05$). It shows that hypothesis 3c was not supported since there was no significant level of the interaction effect, whereas self-promotion and

the use of the recommendation of others did influence hiring recommendation significantly respectively. High frequency of self-promotion, $M = 3.89$, $SD = 0.69$); low frequency of self-promotion, $M = 3.70$, $SD = 0.58$), it is proven that compared to groups of low self-promotion frequency video resumes, recruiters gave higher hiring recommendation (a type of conation) rating score on high self-promotion frequency groups, thus hypothesis 1c was supported.

On the other hand, after making sure of the difference of the frequency of self-promotion, of no recommendation in hiring recommendation but using recommendation film or without recommendation showed no difference in the study to discuss the differences among groups in the use of the recommendation of others, the Post Hoc Tests are used to determine the relationship within three groups. The significant difference only occurred between groups of no recommendation and Recommendation Film ($MD = -0.39$, $p = 0.01 < 0.05$). Nevertheless, there was no significance occurring 1. between groups of no recommendation and recommendation letter ($MD = -0.13$, $p = 0.50 > 0.05$), and 2. between groups of recommendation letter and recommendation film ($MD = -0.21$, $p = 0.15 > 0.05$), thus, hypothesis 2c was only partially supported. Only groups of recommendation film outperformed the groups of no recommendation in hiring recommendation but using recommendation film or without recommendation showed no difference in the study.

DISCUSSIONS AND CONCLUSION

Discussion

According to each hypothesis testing result, the three topics that will be discussed are listed below:

The influences of self-promotion on recruiters' attitude

Although the major findings which are in favor of the positive effect of self-promotion on hiring decisions lie only in the studies of interviews (e.g., Gilmore and Ferris, 1989; Stevens and Kristof, 1995), the study further extended the findings of (Knouse, 1989), from traditional paper resumes to video resumes, which proves the positive influence of self-promotion on recruiters' attitude. Furthermore, the scholars in the past tended to only focus on the conation part of behavior intention such as ratings of hiring, introducing to next selection stage, higher fitting degree, or

higher performance expectation (e.g., Gilmore and Ferris, 1989; Higgins, Judge, and Ferris 2003; Kacmar et al., 1992). This study not only shared the same perspective from the scholars above but also further agreed on the view of Stevens and Kristof, (1995), which states that self-promotion strategy of impression management would be used to increase liking or attraction level.

Through the experiment of 180 master's degree student participants, the result indicated an intriguing conclusion. Although the findings of this study in cognition and conation shared the same findings with (Gilmore and Ferris, 1989; Higgins, Judge, and Ferris 2003; Kacmar et al., 1992; Knouse, 1989), there was no significant influence of affection component found in this study. The affection attraction might be influenced by other factors such as physical attraction (e.g., social desirable traits from Dipboy et al., 1977) or other factors but not self-promotion or the recommendation of others. And the study also showed different findings which stated that perceived self-promotion in video resumes are not effective for male applicants and might bring about a negative impact for female applicants (Waung et al., 2015). In the findings of this research, the positive influences of self-promotion still existed in the cognition and conation part of the female applicant. Therefore, by the comparison with the groups of two levels in self-promotion frequency (high and low), the positive impact of self-promotion on cognition (job suitability) and conation (hiring recommendation) was proved in the study, but the components of affection (affective attraction) was not as expected.

The influences of the recommendation of others on recruiters' attitude

This study provided three levels of the use of the recommendation of others to test their influences on recruiter's attitude. The results indicated the same situation of the former variables in self-promotion, but pose no significant influences on affection component. Although the previous findings of others' recommendation focused on the recommendation letter only (e.g.,; Yakubovich and Lup, 2006;), the study further investigated the different media presenting forms rather than the content difference. Hence, in the study, the actor used the recommendation letter as a script, memorized it, and read it in front of the camera. With the greater exposure of the applicants' appearance, voice, mannerisms, and speech patterns, the study expected that there will be a greater influence when applying for the scenario in which a recommendation video is used. The results of

this study proved the positive influences of recommendation content in resumes on recruiters' cognition components as according to the previous findings, but there was no significant positive influence in terms of affection components (affective attraction) which is different for the finding of higher liking tendency. Moreover, this study also indicates the different findings from Yakubovich and Lup, (2006) in the conation component which will be discussed in the next paragraph.

The other interesting findings lay in the comparison between the group of recommendation letter and recommendation video in the cognition component (job suitability) and conation component (hiring recommendation). According to the findings of the result, either using the recommendation letter or recommendation video posed a positive impact on recruiter's job suitability ratings, but there was no significant difference between recommendation video and recommendation letter; and in the hiring recommendation aspects, recommendation video was the only recommendation content which poses a positive influence, which shares the different viewpoint with Yakubovich and Lup (2006). Although the positive influence of recommendation letter was stated in Yakubovich and Lup (2006), nonetheless, the positive influence of recommendation letter was not found compared to the group without recommendation content in this study. Therefore, although this study inferred that the ratings of recruiters' attitude in recommendation video will be higher than recommendation letter with a significant statistics proof by referring to information richness theory (Daft and Lengel, 1984, 1986; Daft, Lengel, and Trevino, 1987) in which the video type of media could give a richer amount of additional information with more multiple cues, language variety, and personal focus, however, the findings were not supported in any of the groups.

The interactive influence of the recommendation of others and self-promotion

Although there was no available literature found which explored the interactive effect of self-promotion and the form of using capital at the same time, the study still aimed to explore whether or not there is a synergy effect as a pioneer in the field, hoping to provide useful information for the applicants.

Despite the fact that the study adopted the absolute credibility theory of media from Gaziano and McGrath (1986), expecting that the reliability of self-promotion content would be reinforced with the recommendation of others by higher fairness, accuracy, credibility and thus enhancing the

influence on recruiter's attitude, however, all of the interaction results between the recommendation of others and self-promotion on cognition (job suitability), affection (affective attraction), and conation (hiring recommendation) were not significant.

In brief, in the study the interactive influence of the use of the recommendation of others and self-promotion on the three components of recruiters' attitude: Cognition (job suitability), affection (affective attraction), and conation (hiring recommendation) did not exist.

Implications and suggestions

Practical implication

The major contribution of the study is for the job seekers or applicants, by testifying whether self-promotion is a correct impression management strategy and whether recommendation content is the proper content to be attached inside the video resumes, the job seekers can definitely consider applying the technology to his or her job searching process or even career arrangement. Although self-promotion does not positively influence recruiter's affection as expected, the result of the study further extends the findings of (Kristof-Brown, Barrick, and Franke, 2002), in which self-promotion is the strongest tactic related to recruiter's fit cognition compared to any other impression management tactic. Future applicants can have a concrete presenting template of using self-promotion when looking into the manipulation. In short, through the process of organizing the literature and performing the experiment and analysis in the study, it is clear that self-promotion can help bring about positive influences on recruiter's cognition of job suitability and conation of hiring recommendation and thus increases the probability to be invited to the next selection stage or even be hired when utilizing video resumes as the media to present an applicant's background data.

Recommendations would pose positive influences in all of the three components of recruiters' attitude, the findings in the use of the recommendation of others in the study provides the useful insight that recommendation video would be beneficial when obtaining both better cognition (job suitability) ratings and conation (hiring recommendation) ratings when compared with the video resumes with an absence of recommendation; whereas recommendation letter is only beneficial in the components of recruiters' cognition. Therefore, in comparison to the effects of recommendation letter, recommendation video can provide a better content to actually pose positive impacts on the

conation component, which is extremely highly related to real use scenarios of recruiting decisions such as hiring or inviting to an interview.

Finally, the contributions of the study not only offer a reasonable content choice in video resume for job searchers, the recruiters from different corporations could understand the psychological influences by applicants' behaviors or various resume design strategies, and further use it as a reference by refreshing the traditional mindset or creating the responsive steps such as double-checking questions in interview toward examining the self-promotion content, or performing reference checks on the recommenders.

Research limitations and suggestions for future research

Research limitations

When inferring the hypotheses about self-promotions and the recommendation of others, the major findings were conducted in the traditional paper resumes rather than the new resume (video resume). And it was rare to find previous investigations of recruiter's attitude changes by analyzing cognitions, affections, and conditions simultaneously. Lastly, there was also no available literature related to putting self-promotion and the recommendation of others together to analysis the synergy effect on recruiting-related topics. In a nutshell, the field of video resumes deserves more academic attention. When considering the process to conduct the experiment, in order to make a fair comparison between recommendation video and recommendation letter, the experiment in the study chose to use identical scripts of the recommendation without exerting the possible media advantages such as gestures, nodding, strong eye contacts, body languages, props support and stressed tone of voice in the recommendation video. Moreover, the manipulation of social capital in the study focused on the types of the recommendations of others rather than analysis of the applicants' social status or the social status of the recommender. The social status in the experiment only revealed the education backgrounds instead of economic or social status background; whereas the clue of recommender's social status could only be found in the lines of "I am a project manager of Unilever". If the participants of the study have no awareness of the reputation of the company, the results of the study could be changed. The study in the future could adopt such differences as what Lin (1999) suggests about the effects of the social status level.

Lastly, although the scales of the study which were adopted from previous scholars' research overseas are rather mature, and all the scales were translated properly by a high level of English and Chinese language translator who is an American born Taiwanese, the difference of cultural differences and the translation errors could also pose a possible threat to the results.

Suggestions for future research

Based on the findings of this study, future researchers could further extend the core supported findings and reconsider other possible factors that influence the variables which are not supported or are partially supported in the study, or could even arrange the following suggested direction when exploring more feasible practices in video resume design. As mentioned above in the experiment design, the research in the future could further utilize such advantages to create the video resumes (e.g., presenting medals or trophies, or including a short live performance in video resumes).

Although the samples from the experiment were all master's degree students, it is suggested that the follow-up research could adopt real recruiting situations.

The simulated situation in the experiment was limited to the position of entry-level of digital marketing for fresh graduates. However, future research could analyze whether industry differences, positions difference or occupation differences would influence the results or not. Given the fact that the study only focused on the frequency of self-promotion but ignored measuring the intensity of self-promotion, future studies could consider putting this construct inside the study by applying the measurement to assess the extent of applicant' embellished or exaggerated accomplishments (e.g., the scale of self-promotion intensity from Waung et al., 2015). Furthermore, the frequency of self-promotion level was only designed to low or high, it was unclear whether or not self-promotion level was related to recruiter's attitude with a linear condition. Future research could add the intermediate level of self-promotion frequency. On the other hand, in the study, although the tri-component attitude model (CAC model) was adopted which was based on the finding of (Arnould et al, 2004; Bennett, Härtel, and McCollKennedy, 2005; Schiffman and Kanuk 2004; Rosenberg and Hovland, 1960; Lazarus, 1991; Tallon, 1997; Hawkins, 2001), it didn't investigate the relationships among components of cognition, affection, and conation in that they might interact each other and simultaneously. A follow-up study could be performed in order to comprehend the entire picture.

Last but not least, the actress of the video resume was a 27-year-old female and the actor in the recommendation video was a 23-year-old male. The influence of the actor or actress's gender and age was not explained clearly in the study. If the setting is different it might, in turn, cause different results. Thus, future studies could spend more efforts on topics such as gender and age.

The limitations and future suggestions above were indicative of what the author of this study found. It is suggested that researchers in the future could improve all of the information above and obtain more objective data to provide further implication in the topic of Video Resume - a Brand New Recruiting Tool.

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Figure 1. Research Framework

