The impact of creativity in resume shortlisting

The effect of creativity in resume layout on recruiters' shortlisting decisions for creative and non-creative job positions

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Abstract

The purpose of the current study was to examine the effect of creativity in resume layout (formal, intermediate and graphic) and creativity in job positions (creative and non-creative) on recruiters' initial and subsequent shortlisting decisions. The initial shortlisting decision was measured by indicating the recruiter's fit/no fit decision after screening the resume for six seconds. After the recruiter screened the resume for an unlimited amount of time, the recruiter's attractiveness towards the applicant, attractiveness towards the resume layout and hiring recommendation were measured. Participants were 143 recruiters, who took part by filling out an online survey. Every recruiter was shown one type of resume layout, either formal, intermediate or graphic, for both types of job positions.

The results showed interesting interactions between resume layout and job position, especially when recruiters had unlimited time to screen the resume. When recruiters screened the resume for six seconds, the various combinations of job positions and resume layouts did not have an effect on the perceived fit of the applicant. However, when recruiters screened the resume for an unlimited amount of time it was found that recruiters who shortlisted for the creative job position perceived the applicant with the graphic resume layout as most attractive. Moreover, recruiters who shortlisted for the non-creative job position perceived the applicant with the formal resume layout as most attractive. In addition, it was found that the intermediate resume layout scores highest on the perceived resume layout attractiveness. In conclusion, time has a significant effect on the interaction between resume layout and job position. Furthermore, creativity in layout plays an important role in the recruiters' shortlisting decisions, both positively and negatively, depending on the type of job position.

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1. Introduction

In the employee selection process, the resume has been well recognized as an important component (Knouse, 1994) as it is still one of the most common first points of contact between an employer and the applicant. Despite important progress in the technology of selection tools, such as the use of assessments, psychological tests and video resumes, the traditional resume remains one of the most influential sources of information in applicant shortlisting. In this selection process, resume screening is one of the most common tools that organizations use when selecting their candidates (Cole, Rubin, Feild, & Giles, 2007).

According to a study by the company TheLadders (2012), recruiters spend only six seconds on screening a resume and making their initial 'fit/no fit' decision. In order for applicants to be included in the 'fit' group, they may apply Impression Management (IM; Kacmar & Carlson, 1994). According to IM, applicants employ tactics to construct and convey a particular image by controlling the information available to others. Specifically, in the job search process these tactics are employed by candidates to control the perceived impression of their experience, competence and suitability for a particular job (Knouse, 1994). Recruiters have been shown to be affected by manipulation of the content in resumes, for example, the amount of information about the candidate's knowledge, abilities, and skills (Bright & Hutton, 2000), the inclusion of a picture, and competency statements (Watkins & Johnston, 2000).

The past years, however, recruiters and other personnel professionals put more and more emphasis on the importance of applicants to stand out in comparison to other applicants. Several corporate blogs argue that standing out by editing the layout of the resume increases the chance of being shortlisted greatly (e.g. LifeBrander, n.d.; YoungCapital, n.d.; Nationale Vacaturebank, 2016). In line with these blogs, previous scientific research shows that the aesthetic aspects of resume composition, such as the layout, graphic design and methods of production, have a substantial impact on the likelihood of being shortlisted by a recruiter (Lipovsky, 2014; Arnulf, Tegner & Larssen, 2010; Bright, Earl, & Adams, 1997). Arnulf et al. (2010) compared three types of resumes to determine the differences in attractiveness towards resume layout. The researchers used a formal layout (black text on white paper), coloured layout (formal layout on coloured paper) and creative layout (artistically arranged on white paper). They found that the resume content presented in the creative layout was ranked lower than the formal layout. Thereby, it is proven that creativity has a significant role in recruiters' attractiveness towards resume layout.

Nevertheless, previous studies on the effects of resume layout have limitations. Arnulf et al. (2010), for example, differentiated two extreme types of layout in their study, namely the formal layout and the creative layout with a graphical pattern of circles and squares. No sufficient intermediate layout was used in this study, as only background colour was adjusted. Moreover,

previous research has already proven that resumes printed on coloured papers are judged more negatively than resumes printed on white paper (Penrose, 1984). Additionally, Lipovsky (2014) has shown that visual changes to the formal layout have a great impact on the recruiters' attraction towards the resume and may have, thereby, created an intermediate layout format. The researcher found, for example, that framing by horizontal and vertical lines, using empty spaces, and highlighting relevant information had a positive effect on the readability of the resume. However, Lipovsky (2014) did not include the 'creative' resume described by Arnulf et al. (2010) in their study. Therefore, in the current study three resume layouts will be studied, which will be indicated by the increasing amount of creativity. The two extreme resume layouts of Arnulf et al. (2010) will be used as an inspiration for the lowest and highest amount of creativity and the resume layout specifics according to Lipovsky (2014) will be used as the basis for the intermediate layout.

Another limitation of previous work is related to the dependent variables. In measuring recruiters' attractiveness towards the resumes, Arnulf et al. (2010) measured whether the recruiters would reject, maybe accept or accept the applicant after screening the resume, which indicates that the applicants already passed one or more steps in the selection process. In contrast to Arnulf et al. (2010), the current study will look at the initial shortlisting decision with the measure of the fit/no fit of the applicant, and combines this with measures of the attractiveness and hiring recommendation after unlimited screening time.

Arguably, the effect of creativity in resume layout may have different effects for different job positions. Several blogs argue that creative resumes are viewed as being more important for 'creative' positions such as graphic designer, social media professional, and web designer, as well as other technology-based positions in comparison to non-creative positions (Krum, 2013; Skillings, n.d.; NRC Carriere, n.d.). These blogs suggest that creativity in resumes predicts applicants' creative skills, which are required for these creative positions. Earlier research confirms that the fit between applicants' knowledge, skills, abilities (KSAs), and job requirements predicts their future performance (Kristof-Brown, Zimmerman, & Johnson, 2005). Therefore, recruiters are motivated to match applicants' KSAs with job requirements during the resume screening processes (Werbel & Gilliland, 1999). Nevertheless, no scientific research has been done about recruiters' attractiveness towards various resume layouts when comparing applications for different job positions. Therefore, the current study will examine whether recruiters rate various resume layouts differently when selecting applicants for a 'creative' or a 'non-creative' position. The following research question will be examined:

RQ   *What is the effect of creativity in resume layout on recruiters' shortlisting decisions, both for creative and non-creative job positions?*

2. Theoretical framework

2.1 Decision-making in employee selection

Selection methods that are used to hire employees are procedures that help to identify the most suitable person for a position from a wide range of possible candidates (Rees & Ed, 2001). These selection methods help recruiters to make predictions about different applicants and their possibility and likelihood of meeting the defined expectations in a proficient way (Binning & Barrett, 1989). Because of the limited amount of information available, the decision is often based on fit (Kacmar & Carlson, 1994). The appropriate fit is based on how well the applicant matches the recruiter's ideal candidate description as well as how well the candidate connects with the organization's culture. The applicant's attributions in the job application lead recruiters to determine whether applicants fit. This fit can appear in three different ways, namely person-job (P-J), person-organization (P-O) or person-person (P-P) fit. This section provides a quick overview on the method recruiters use to make their decisions in employee selection.

P-J fit is concerned with the fit between applicants' knowledge, skills, abilities (KSAs), and job requirements (Higgins & Judge, 2004). Because P-J fit has been shown to predict an applicant's future performance (Kristof-Brown et al., 2005), recruiters are motivated to match applicants' KSAs with job requirements during the resume screening processes (Werbel & Gilliland, 1999). Earlier research showed that applicants' work experience and educational background were positively related to recruiters' judgment of applicant job-related abilities (Knouse, 1994). In addition, Kristof-Brown (2000) found that applicant work experience and academic achievement influenced recruiters' perceptions of P-J fit. Thus, recruiters should look to resume content such as academic achievement, work experience, and educational background when considering applicants' fit with the job. After evaluating the applicants' P-J fit, recruiters will decide whether or not to recommend these applicants for hire.

P-O fit highlights the compatibility between applicants and organizational attributes (for example, personality or values; Rynes & Gerhart, 1990). The attraction-selection-attrition (ASA) model (Schneider, 1987) argues that applicants are attracted to and selected by organizations whose desirable attributes are similar to the applicants' attributes. Moreover, research has consistently found that selecting applicants with high levels of P-O fit could predict not only lower levels of turnover intentions and absenteeism, but also higher levels of organizational commitment (Kristof-Brown et al., 2005). Therefore, to select applicants with suitable attributes, recruiters would refer to specific resume content as the basis for making inferences about applicants' values or personality (Cole, Feild, & Giles, 2003; Higgins & Judge, 2004). Recruiters may consider work experience as the means to assess applicants' P-O fit because applicants' previous job choices may somehow

reflect their particular values or preferences for organizations (Judge & Cable, 1997). Empirical evidence has also shown that work experience positively predicts recruiter perceptions of applicants' P-O fit, supporting this argument (Adkins, Russell, & Werbel, 1994; Bretz, Rynes, & Gerhart, 1993; Kristof-Brown, 2000). In addition, when evaluating resumes, recruiters may interpret applicants' extracurricular activities as reflecting their personality and dispositions because activities partially reflect applicants' preferences, interests, and behavioural tendencies (Cole et al., 2003; Cole, Feild, Giles, & Harris, 2004). Thus, resume content regarding work experience and work activities predicts recruiters' P-O fit perceptions. Recruiters are likely to recommend the applicants who possess attributes that are compatible with the organization (Higgins & Judge, 2004). Past research has consistently demonstrated that recruiters' subjective evaluations of P-O fit were positively related to subsequent hiring recommendations (Cable & Judge, 1997; Kristof-Brown, 2000).

Compared with the other types of fit, P-P fit has been relatively neglected in selection research (Kristof-Brown et al., 2005). P-P fit focuses not only on the fit in the supervisor-subordinate relationships, but also on compatibility between applicants and recruiters (Kristof-Brown, Barick, & Franke, 2002). Based on the contention of the similarity-attraction paradigm (Byrne, in Tsai, Chi, & Huang, 1971), when individuals share similar characteristics with others it helps prediction of their future behaviours, which leads to a quick evaluation by others (Schlenker, Brown, & Tedeschi, 1975). Furthermore, similarity provides a sense of comfort and reduces interpersonal conflict in social interactions (Devendorf & Highhouse, 2008). As such, recruiters would give similar applicants more favourable evaluations than dissimilar ones in order to enhance interpersonal harmony in the workplace. Consistent with the above reasoning, research has found that applicant resume content such as academic achievement and educational background increases recruiters' perceived P-P fit (Kristof-Brown et al., 2002) Furthermore, perceived P-P fit has been shown to predict recruiter hiring recommendations (Garcia, Posthuma, & Colella, 2008).

2.1.1 Resume shortlisting decisions

Irrespective of the type of fit that is dominant in the final decision to hire someone, the starting point of the selection process is always resume evaluation (Nemanick & Clark, 2002). As the resume content is considered to be evidence of an applicant's employability, the resume is one of the most commonly used tools in employee selection (Knouse, 1994; Cole, Rubin, Feild, & Giles, 2007). Resume content is a major source from which recruiters can draw inferences about applicants' abilities, interests, and personality (Cole, Feild, & Stafford, 2005). Specifically, the resume is considered to be a very organized, professional profile or summary that showcases an applicant's strengths, accomplishments, interests, skills and work-related experiences. For the

applicant, the resume is a powerful self-marketing tool, a personal advertisement that is largely focused on the applicant's ability to market one's qualifications and to position themselves competitively against other applicants during the job search process (Ross & Young, 2005). Despite significant progress in the technology of selection tools, such as the use of assessments, psychological tests and video resumes, the traditional resume remains one of the most influential sources of information in applicant shortlisting. These resumes contain a wide range of information and the way in which recruiters perceive and make decisions based on that information is critical to the hiring process (Thoms, McMasters, Roberts, & Dombkowski, 1999). In support, previous research (Dipboye, Fontenelle, & Garner, 1984) has suggested that the pre-screening of applicants' resumes is an important phase of the personnel selection process.

Resume screening is a widely used human resource selection technique and it is suggested that a recruiter spends around 45 seconds to go through a resume (Culwell-Block & Sellers, 1994) and applicants therefore have to make sure that their resume will impress the decision-maker. When screening resumes, recruiters generally put the resumes in different groups to subsequently shortlist them. An example of this is to divide them into 'reject', 'maybe' and 'definite' (Gurumurthy & Kleiner, 2002), which indicates a recruiter's final shortlisting decision. However, recent non-scientific research by Ladders (2012) suggests that recruiters spend only six seconds on screening a resume and making their initial shortlisting decision. This quick inspection is necessary because sometimes large organizations have to screen almost a million resumes per year, which makes it impossible to have a closer look at all of them (Culwell-Block & Sellers, 1994). After making their initial shortlisting decision based on a quick inspection, recruiters screen the resume for a longer period of time to make their subsequent shortlisting decision (Gurumurthy & Kleiner, 2002). Therefore, the current study focuses both on the recruiters' initial and subsequent shortlisting decisions.

2.1.2 Resume information processing by recruiters

Given that the current study will focus on shortlisting decisions, it is interesting to understand how recruiters make these decisions. The Elaboration Likelihood Model (ELM) is a theory of the processes responsible for acknowledging persuasive communication (Petty & Cacioppo, 1986) and can be used to explain how applicants' self-presentations influence recruiters' hiring recommendations (Forret & Turban, 1996). The ELM posits that information that is more relevant to the message topic is more likely to be processed via a 'central' route in which the benefit of the information is deliberately evaluated; that is, presented information is critically evaluated and judged on the benefit of its content (in advertisements for example, price, unique features, advantages over other products; Petty, Wegener, & Fabrigar, 1997). By contrast, less relevant

information is more likely to be processed via a 'peripheral' route in which more superficial cues play a role in attitude formation (Boller, Swasy, & Munch, 1990) (for example, graphics, music, visual layout; Petty et al., 1997). In case of resume shortlisting decisions, Forret and Turban (1996) argued that the use of central routes for information, such as P-J and P-O fit, enables recruiters to process applicants' qualifications more thoroughly, resulting in greater discrimination between more and less qualified applicants. However, when necessary job information is lacking, recruiters' ability to discriminate between applicants on the basis of qualifications is reduced, and recruiters will tend to rely more on peripheral route information that is irrelevant to organizational performance, such as P-P fit.

ELM acknowledges that argument quality and source credibility are key determinants of persuasion outcomes (Petty & Cacioppo, 1986). Argument quality should be defined and assessed in terms of the presence of and relationships among rational assertions (Boller et al., 1990) and source credibility refers to the extent to which the source of a persuasive message is perceived to be capable of making correct assertions (Pornpitakpan, 2004). Mak, Schmitt, and Lyytinen (1997) proposed that source credibility has been regarded as one of the major peripheral cues, whereas the strength of argument quality has been found to be a critical factor for central route messages. In other words, an individual with central route information processing is always influenced by argument quality, whereas an individual with peripheral route information processing is always persuaded by source credibility (Li, 2013). To summarize, P-O and P-J fit is relevant information in the context of job recruiting and will be processed by a central route that is always influenced by argument quality, whereas P-P fit is irrelevant information and will be processed by a peripheral route that is always influenced by source credibility.

In the current study, the focus will be on the layout and visual aspects of resumes. In the context of ELM, it can be argued that these visual aspects have weak argument quality so the visualization of resume content will not trigger central processing (Petty et al., 1997). Thus, as mentioned above in the context of product advertisement (Petty et al., 1997), visual cues in resumes will be processed via the peripheral route.

2.2   Visualization of resume content

When screening resumes, uncertainty about job characteristics and candidate skills may leave the recruiter searching for cues to reduce this uncertainty (Arnulf et al., 2010). Therefore, almost any characteristic may serve as a source of bias, for example resume layout. Bright and Hutton (2010) list resume layout as one of the top three factors influencing how much recruiters like an applicant's resume. This visual presentation of the resume not only serves to orient recruiters throughout their perusal of the resume page, but also contributes to the recruiter's first impression of an applicant

(Lipovsky, 2014). Applicants must effectively accommodate the restricted time available to recruiters to read their resumes. To this end, quick access to relevant information and easy navigation through the resume are vital (Lipovsky, 2014). While the shortlisted resumes in Lipovsky's study (2014) were all one page long, the results showed the importance for applicants to not only select, but also package information efficiently. It is therefore important to present, organize and highlight relevant information in a way that allows recruiters to move through a resume quickly and that attracts their attention to the candidate's main assets (Lipovsky, 2014).

Research by Bright et al. (1997) found that recruiters are more negative to unusual resumes, compared to conventional ones. Furthermore, recruiters are shown to favour readability over creativity (e.g. presenting information over three columns on a coloured background; Lipovsky, 2014). Many researches have proven this statement by Lipovsky (2014) and found that resume content presented in a creative graphic way was ranked lower than resumes in a plain format (Arnulf et al., 2010; Bird & Puglisi, 1986; Penrose, 1984). Specifically, Arnulf et al. (2010) found that the same applicant was nearly twice as likely to be shortlisted when presented in a formal compared to a creative layout. An explanation could be that black letters on a white background are easily legible (Garcia & Caldera, 1996), indicating that recruiters favour readability over creativity.

No matter how appealing or, on the contrary, unusual a resume is, its visual presentation is unlikely to be conclusive in a recruiter's decision on an applicant's employability. Nevertheless, the visual aspects play an important role in the definition of professional expertise and consequently in recruiters' impression of the applicant (Lipovsky, 2014). In the current study, creativity in resume layout will be the overarching concept of the different resumes studied. Specifically, three resume layouts will be differentiated, which will be indicated by the increasing amount of creativity.

2.2.1 Creativity in resume layout

The starting points of the current study are the studies by Arnulf et al. (2010) and Lipovsky (2014), which both focused on the creativity in resume layout. Arnulf et al. (2010) compared three types of resumes to determine the differences in layout attractiveness. These researchers studied the effect of the three types of resume layout on the likelihood of the applicant to be shortlisted. They differentiated a formal layout (black text on white paper), coloured layout (formal layout on coloured paper) and creative layout (artistically arranged on white paper). The starting point of the study by Arnulf et al. (2010) was that 50 resumes were screened and twelve of them were shortlisted. In the experiment of the study recruiters then had to rank these twelve resumes in one of the following three groups; 'accept' (invited for interview), 'maybe' (waiting list) and 'reject'

(definitely not). The researchers found that the resume content presented in the creative layout was ranked lower than the formal layout. Thereby, it was proven that creativity has a significant role in recruiters' attractiveness towards resume layout. According to Arnulf et al. (2010), recruiters behave as if the creative presentation of information gives valid, mostly negative information about the applicant's future success in the job. As mentioned earlier, the same applicant was nearly twice as likely to be shortlisted when the resume was presented with a formal layout compared to a creative layout. However, the study by Arnulf et al. (2010) shows limitations. Most importantly, these researchers differentiated two extreme types of layout in their study, namely the plain formal layout and the creative layout with a graphical pattern of circles and squares. The third type of layout differentiated by Arnulf et al (2010) was practically the same as the formal layout, except for the paper colour.

Interestingly, the findings of Lipovsky (2014) suggest that it makes sense to consider a more intermediate resume layout. Lipovsky (2014) studied five random selected shortlisted resumes and five non-selected resumes for a real life position at a French company. During the resume screening process, the recruiters made comments which the researcher analysed for the purpose of the study. Lipovsky (2014) found that the design and layout of a resume indeed play a role in recruiters' impressions of the applicant. In particular, resumes are considered as more positive when text in the resume reads as a list of tasks, when using headings, writing text in short lines, using empty spaces and foregrounding visual continuity and order. Moreover, information in the resume that is presented at the top is viewed as most important and what is shown at the bottom is considered less important. Furthermore, Lipovsky (2014) found that also several creative additions to the formal resume layout improved recruiters' impressions of the applicant. Examples are, highlighting information, using framing devices such as horizontal and vertical lines, using a systematic application of typefaces and differentiating typographic devices for headings and significant elements.

Previous research on text visualization supports these findings by Lipovsky (2014). Even though these studies did not examine resume layout, their findings could be interesting to apply in resume presentations. In previous studies about text visualization especially highlighting information by colour and the use of space is proven to improve legibility and readability of texts (Smith & McCombs, 1971; Hooper & Hannafin, 1986; Van Nes, 1986; Lee & Boling, 1996; Dyson & Kipping, 1998; McMullin, Varnhagen, Heng, & Apedoe, 2002; Wu & Yuan, 2002). Wu and Yuan (2002) found that reading speed in online search tasks was higher when headers and important information for navigating was highlighted by using colour. Also Van Nes (1986) found that parts that are coloured differently than others will attract fixation of the eye when scanning the page. Colour differences can, therefore, be used as efficient search aids. A text may also be accentuated

by displaying it on a coloured background (Van Nes, 1986). However, the use of colour also had subjective effects, such as whether the reader considers the colours to be aesthetically pleasing or not may affect the appreciation of the displayed text as a whole (Van Nes, 1986).

Next to effects of colours, research by Smith and McCombs (1971) and McMullin et al. (2002) found that the use of whitespace improved reading comprehension and reading speed. Specifically, a page with a lot of open space between the text was judged as being easier and more interesting to read than pages wholly filled with text (Smith & McCombs, 1971). Moreover, whitespace appears to prevent the influence of distracting, unimportant information. Whitespace can play an important role in spatially organizing associated information (McMullin et al., 2002). What also helps organizing associated information is the use of windowing (Hooper & Hannafin, 1986). In this practice one uses only part of the screen to display text. Windowing limits the amount of text that may be presented on the screen and may make the screen more pleasant to look at. Additionally, Van Nes (1986) and Dyson and Kipping (1998) investigated the use of columns in reading speed and reading comprehension of texts. Dyson and Kipping (1998) found that text presented in a single wide column was read faster than a three column text. They suggest that this finding confirms that longer lines are read faster than a narrow measure on screen. Van Nes (1986) also found that the one-column layout was preferred over the multiple-column layout, but also suggests that the respondents of their experiment are known to prefer what they already know well.

2.2.2   Resume layout manipulations

The current study will differentiate a formal, intermediate and graphic resume layout, inspired by Arnulf et al. (2010). Given the findings of the studies by Lipovsky (2014) and Arnulf et al. (2010), the formal resume layout of the current study will be presented in a one-column layout, with long lines, a lot of white space and will consist black text on a white background. This layout is considered the classic background (Lipovsky, 2014) and consists of elements that are usual to text and resume readers (Van Nes, 1986; Bright et al., 1997).

For the intermediate resume, the findings by Lipovsky (2014) and previous studies in text visualization will be used (Smith & McCombs, 1971; Hooper & Hannafin, 1986; Van Nes, 1986; Lee & Boling, 1996; Dyson & Kipping, 1998; McMullin, Varnhagen, Heng, & Apedoe, 2002; Wu & Yuan, 2002). The intermediate resume will consist of vertical and horizontal lines, coloured headings, windowing, coloured background for highlighted information and lots of white space for important information such as work experience and education. Despite the findings by previous studies indicating that the use of one column results in higher reading rates and comprehension than multiple columns, the intermediate resume layout in the current study will use two columns. These two columns will be applied because many resume format websites provide or sell two-

column resume formats (MooiCV, n.d.; CV5, n.d.; Sollicitatieinfo; n.d.). Also, previous studies on the use of multiple columns did not examine the effect of these columns on resume screening. Furthermore, the previous studies all used continuous text for their experiments, however, in resumes text is presented in small sections, which end at the bottom of the page. Therefore, it may be interesting to examine whether the previous findings for text presented in columns also count for resumes. In addition, it is known that information which is presented on top of the page is considered to be the most important (Lipovsky, 2014). Using two columns, different information with the same importance can be placed on top of the page.

In regard to the graphic layout condition in the current study, it can be argued that Lipovsky (2014) did not differentiate a creative resume such as the one described by Arnulf et al. (2010). The creative layout by Arnulf et al. (2010) presented the resume content in a creative graphical pattern of circles and squares that, according to the researchers, conveyed a more dynamic, but less orderly, shaped presentation of the resume content. This graphical representation of resume content can be grouped under the concept of infographics. Infographics use a combination of visuals and words, which often communicate complex qualitative and/or quantitative information quickly for viewers (Toth, 2013). According to Lee and Cavanaugh (2014), infographic resumes benefit applicants in their ability to differentiate oneself and their opportunities for self-promotion. The layout of resume data visualization depends, first of all, on the type of data to be represented: quantitative and geographic data (e.g. in resumes; visited countries while travelling), quantitative and temporal data (e.g. in resumes; timeline of work experience), or quantitative and categorical data (e.g. in resumes; mastered skills; Quispel & Maes, 2014). Certain visualization techniques are more adequate for representing certain types of data or some levels of complexity of data. For example, a bar chart is suitable for representing categorical data, whereas a line graph is more suitable for representing data in relation to time (trends; Zacks & Tversky, 1999). In the current study, the graphic resume layout will be based on these infographic characteristics and representations, which means it will consist of coloured graphs for the presentation of work experience, education, skills and interests.

For the initial shortlisting decision, it is expected that recruiters perceive the intermediate resume layout to fit the most, compared to the formal and graphical one. This expectation is due to the findings by Lipovsky (2014), who found that several creative additions to the formal resume layout improved recruiters' impressions of the applicant. Therefore, the formal resume layout is expected to fit less often than the intermediate layout. Moreover, earlier research by Arnulf et al. (2010), Bird and Puglisi (1986) and Penrose (1984) found that resume content presented in a graphical way was ranked lower than resumes with a formal layout. Therefore, the graphic resume layout is expected to be perceived to fit less often than the formal layout. Given these expectations, the following hypothesis will be examined:

H1   After six seconds, recruiters will perceive the applicant with the intermediate resume layout to fit the most, followed by the formal layout. The graphical layout will be perceived to fit the least.

In case of the recruiter's subsequent shortlisting decision in resume screening, after unlimited screening time, the expectations are similar. This results in the following hypotheses for the attractiveness of the resume:

H2   After unlimited amount of time, recruiters will rate the intermediate resume layout as being the most attractive for both job positions, followed by the formal layout. The graphical layout will be perceived as least attractive.

2.3   Creativity in job positions

Most studies about resume layout differentiated two groups of assessors as a second variable for their study (Arnulf et al., 2010; Bright et al., 1997; Bird and Puglisi, 1986; Penrose, 1984). Specifically, they separated professionals (recruiters or HR personnel) and lay people (students) in rating the resumes' attractiveness. All studies found that professionals are less affected by resume layout than students. Nevertheless, a reader's experience is not the only variable worth examining. That is, several HR professionals argue that the type of job position which recruiters are shortlisting for plays a role in their perception of the layout of the resume (Krum, 2013; Skillings, n.d.; NRC Carriere, n.d.). Specifically, creative resume layouts are viewed to be more important for creative positions such as graphic designer, social media professional, as well as other technology-based positions compared to non-creative positions. These HR professionals suggest that applicants' creative skills, which are required for these creative positions, are predicted by the creativeness shown in their resumes. Kristof-Brown et al. (2005) confirm that the fit between applicants' KSAs, and job requirements predicts their future performance. Therefore, recruiters are motivated to match applicants' KSAs with job requirements during the resume screening processes (Werbel & Gilliland, 1999). Nevertheless, no scientific research has been performed on a recruiter's attractiveness towards various resume layouts when comparing applications for different job positions. Therefore, the current study will examine whether recruiters rate various resume layouts differently when shortlisting applicants for a creative or a non-creative position.

As mentioned in section 2.1.2, information that is more relevant to the message topic will be processed via the central route of the ELM (Boller et al., 1990). In the purpose of the current study, this means that when information in the resume is relevant for the job position, such as P-J

and P-O fit, recruiters will process applicants' qualifications more thoroughly. By contrast, less relevant information will be processed via a peripheral route, which means that when presenting irrelevant resume information for the job position, recruiters' ability to discriminate between applicants on the basis of qualifications is reduced and recruiters will rely more on personal preference, such as P-P fit. Since it is proven that visual cues will be processed via the peripheral route (Petty et al., 1997), it can be argued that when selecting resumes for a creative job position a creative resume layout is more relevant and will therefore be processed via the central route, such as P-J fit. In case of the initial shortlisting decision by recruiters, however, it is proven that recruiters tend to be more negative to unusual resumes, compared to conventional ones (Bright et al., 1997). This implies that when recruiters make the initial shortlisting decision they will be led by the layouts they are familiar with.

Taking the above argumentations into account, it is expected that even when recruiters are shortlisting for the creative position, the graphic resume layout will be too unusual. Therefore, the intermediate resume layout will be perceived to fit the most, followed by the graphic resume layout. The formal resume layout will be perceived to fit the least, because it does not show any creativity. Furthermore, when selecting resumes for a non-creative job position a creative layout is argued to be irrelevant information and will therefore be processed via the peripheral route. Therefore, the expectation is that recruiters' initial shortlisting decision will be different when selecting for non-creative job position. Specifically, it is expected that the intermediate resume layout will be perceived to fit the most, followed by the formal layout. The graphical resume layout will be perceived to fit the least. The expectations for recruiters' initial shortlisting decisions are hypothesized as follows:

H3a   Recruiters who are initially shortlisting for the creative position will perceive the applicant with the intermediate resume layout to fit the most, followed by the graphical layout. The formal layout will be perceived to fit the least.

H3b   Recruiters who are initially shortlisting for the non-creative position will perceive the applicant with the intermediate resume layout to fit the most, followed by the formal layout. The graphical layout will be perceived to fit the least.

When considering recruiters' subsequent shortlisting decisions, it is expected that recruiters' judgements are different compared to their initial shortlisting decisions. Since recruiters have unlimited time to screen the resume, they might be led less by layouts they are familiar with and focus more on the applicant's qualifications. Therefore, it is expected that recruiters'

attractiveness towards creative resume layouts will be higher when selecting for a creative job position. Specifically, it is expected that the graphical resume layout will be perceived as being the most attractive, followed by the intermediate layout. The formal resume layout will be perceived as being the least attractive. Furthermore, when selecting resumes for a non-creative job position the expectations are similar to the ones of the recruiters' initial shortlisting decision. This results in the following hypotheses:

H4a   Recruiters who are subsequently shortlisting for the creative position will rate the graphic resume layout as most attractive, followed by the intermediate layout. The formal layout will be perceived as least attractive.

H4b   Recruiters who are subsequently shortlisting for the non-creative position will rate the intermediate resume layout as most attractive, followed by the formal layout. The graphical layout will be perceived as least attractive.

When differentiating creative and non-creative job positions, it is important to consider which KSAs characterize the creative and non-creative job positions. Cole et al. (2004) studied the relationship between recruiter assumptions of an applicant's personality and recruiter judgments of an applicant's employability. They found that type of job position (conventional vs. enterprising) moderated this relationship. Furthermore, they found that for conventional jobs 'conscientiousness' appeared to be important for employability and that for enterprising jobs 'extraversion' was most associated with employability ratings. It appeared that conventional jobs require the manipulation of numbers and attention to detail (e.g., accounting and finance) and in enterprising jobs interpersonal skills are highly valued (e.g., marketing and human resources). These attributions played a role in recruiters' hiring recommendations (Cole et al., 2004). Therefore, the current study will differentiate a marketing position representative for the creative job position and an accounting position representative for the non-creative job position.

3. Method

To test the hypotheses an online survey was conducted, in which recruiters and HR-personnel had to judge resumes in one of the three layouts for two types of jobs. The next sections provide more information about the design of the experiment and the way the survey was composed.

3.1 Design

The experiment had a 3 x 2 mixed design, consisting of a between subjects variable and a within subjects variable. The two independent variables were the creativity in resume layout (formal, intermediate and graphic) and the type of job position (marketing and accounting). The creativity in resume layout was used as the between subjects variable whereas each participant was only presented one resume layout, either formal, intermediate or graphic. The type of job position was the within subjects variable, since the participant judged resumes for both job positions. The shortlisting decision (fit or no fit), the attractiveness towards the applicant and resume layout, and hiring recommendation were the dependent variables.

3.2 Participants

In total 159 participants took part in the experiment. To participate in this experiment every participant had to meet the following criteria: currently working in the position of HR employee, recruiter, manager, account manager or consultant (*intercedent*) and having experience with resume screening. To be certain of these criteria, two control questions were added to the experiment. One where participants had to mention their current job position and one where they had to estimate how many resumes they screen per year. Participants who had no HR-related job position and participants who screened less than 10 resumes per year were excluded from the analysis.

It turned out that 15 participants screened less than 10 resumes per year and two participants did not have an HR-related job, namely graphic designer and jobseeker. The jobseeker also screened less than 10 resumes per year, so 16 participants were excluded from the analysis. A total of 143 participants remained, with an average age of 33.7 years ($SD = 9.7$). The minimum age was 20 and the maximum 60. The participants were randomly assigned to three conditions, so that the number of participants per condition would be comparable.

3.3 Materials

For the manipulation of the job position, two real-life vacancies for starters were selected from the website www.nationalevacaturebank.nl. This was done to increase the ecological validity of the study. The vacancy text for the marketing position was a vacancy for the position 'Marketing & Communications Officer' at Ned Air. This vacancy was chosen because it included important

marketing-characteristics for example, managing e-mail marketing and Social Media, designing advertisements and creative thinking. For the accounting position the vacancy text from the position 'Assistant Accountant Audit' at BDO was used. This vacancy was chosen because it consisted of administration tasks, financial reporting and analyses. For the experiment, the vacancy texts were shortened to only include the responsibilities of the job and requirements of the applicant. Additional information such as company information and information about the application procedure were excluded to focus only on the requirements for the job. The vacancy texts can be found in appendix I.

For the manipulation of the resumes a total of six resumes was designed for this experiment that can be found in appendix II. For every resume layout (formal, intermediate and graphic) two resumes were created, one consisting of the content for the marketing position and one for the accounting condition. The resumes in all six conditions consisted of two basic characteristics. According to Penrose (1984) and Arnulf et al. (2010), resumes printed on coloured papers are judged more negatively than resumes printed on a white background. Therefore, the current study will not differentiate background colours and only present resume content on a white background. Furthermore, an important aesthetic aspect of the resume which is not directly associated with layout and graphic design is a photograph of the applicant. Watkins and Johnston (2000) found that placing a photograph on the resume had a positive effect on recruiters' shortlisting decisions and the perceived quality of the resume. Therefore, all resumes in the current study included a photograph of the applicant. For all resume designs one and the same photograph was used to assure the reliability of the experiment.

Two resume designs consist colour elements, namely, the intermediate and graphic resume layout. The selected colour for both resume designs was blue. It has been shown that bright colours, including blue, mainly provide positive emotional associations (Hemphill, 1996). Moreover, a study by Terwogt and Hoeksma (1995) found that the favourite adult colour is blue. Additionally, for the resume content, the information of two existing LinkedIn profiles was used. For the marketing conditions the profile of a current employee marketing & communications was used and for the accounting conditions the profile of a current assistant accounting audit was used. By using the resume information of two people who are currently operative in the job positions of the selected vacancies, it was assured that both applicants were qualified based on the resume content. Therefore, a pre-test to test whether the applicant is qualified for the job position was not necessary.

3.3.1 Manipulation resume layout

An important manipulation in the current study was the degree of creativity in the three resume layouts, formal, intermediate and graphic. As mentioned before in section 2.2.2, the formal resume

layout was designed according to the following characteristics: a one-column layout, with long lines, a lot of white space and using black text on a white background. The headings were in uppercase and bold and also the information that is desired to be highlighted was presented as bold text. An example of the formal resume layout is presented in Figure 1.

Figure 1. Example of the formal resume layout for the marketing position.

The intermediate resume layout consisted of two columns, where one column had a coloured background, headings in coloured windows and lots of white space for important information such as work experience and education. Highlighted information was presented as bold text and the photograph was placed in a circle shape. By adding colour to the layout and differentiating from the top-down one-column structure, the intermediate resume layout showed more creativity than the formal layout. An example of the intermediate resume layout is shown in Figure 2.

The graphic resume layout was, as described in section 2.2.2, based on infographic characteristics and representations, which means it consisted of coloured graphs for the presentation of work experience, education, skills and interests. The work experience and education were both presented as a timeline; work experience in a vertical way and education in a horizontal way. The skills were presented by the use of a bar chart and the interests with bubbles. The addition of colour saturation, multiple shapes and sizes increased the amount of creativity compared to the intermediate resume layout. An example of the graphic resume layout is presented in Figure 3.

Figure 2. Example of the intermediate resume layout for the marketing position.

Figure 3. Example of the graphic resume layout for the marketing position.

3.4   Instrumentation

In the survey, recruiters were asked to shortlist the applicant and judge the applicant and his resume based on the job position and resume layout attractiveness. They were also asked to define their hiring recommendation. These judgements were made using a set of statements, which can also be found in appendix III.

Shortlisting decision. First, the shortlisting decision by the recruiters was measured. The recruiters were asked to decide whether the applicant was a fit *(passend)* or no fit *(niet passend)* for the job position. As mentioned before in section 2.1.1, Arnulf et al. (2010) measured the recruiters' shortlisting decisions by differentiating whether they would reject, maybe accept or accept the applicant after screening the resume. This indicates that the applicants already passed one or more steps in the selection process. The current study, however, also looks at the initial seconds of the shortlisting decision.

Attractiveness towards the applicant. Second, the recruiters' attractiveness towards the applicant was measured. Recruiters were asked to give their opinion on four items of which two were extracted from the study by Kristoff-Brown (2000: to what extent does this applicant fit the demands of the job? How confident are you that this applicant is qualified for this job?). Kristoff-Brown used these items to measure the recruiter's perception of an applicant's P-J fit. In addition, the participants were asked to state to what extent the resume layout fits the job position and the resume content. The items were tested on a 5-point Likert scale with 1= totally disagree (*helemaal niet mee eens*) to 5 = totally agree (*helemaal mee eens*). The reliability of the scale turned out to be good (α=.82).

Attractiveness towards the resume layout. Third, the recruiters' attractiveness towards the resume layout (formal, intermediate or graphic) was tested. Recruiters were asked to give their opinion on four items, which all regarded the recruiters' own attraction towards the resume they were shown. Given that no earlier study tested a recruiter's attraction towards resume layout, four items were created. The recruiters were asked whether they think the resume layout is attractive, pleasant to screen, provides a complete overall impression of the applicant and whether it fits this time. Also these items were tested on a 5-point Likert scale. Again, the reliability of this scale also turned out to be good (α=.84).

Hiring recommendation. Last, the intention of the recruiters to recommend the applicant for hire was tested. Similar to the measure used by Cable and Judge (1997), the recruiters were asked to report to what extent they would be interested in interviewing the applicant and to what extent they would recommend the applicant to be hired. These items were measured on a 5-point Likert scale. The reliability of this scale was sufficient (α=.72).

3.5   Procedure

For the experiment an online survey was conducted using Qualtrics. Participants were sampled via LinkedIn. First, all connections of the researcher fitting the criteria were contacted via private messages and received an anonymous link to the survey. Also two public messages were published on the researcher's timeline and in four LinkedIn groups, which are HR related. Furthermore, a

LinkedIn premium account was activated to send private messages to possible participants. To search for these possible participants the keywords '*recruiter*' and '*werving & selectie*' were used. In total, approximately 120 people were contacted individually.

On the next page, the participant was told that he or she finished the first part of the survey and now would start with the second part. Next, the procedure of the first part of the survey was being repeated. However, the participant was now shown the vacancy text of the other job position. Specifically, if the participant was shown the vacancy text for the marketing position in the first part of the survey, the accounting vacancy text was shown in the second part. The resume condition presented to the participant was similar to the condition of the first part of the survey. Specifically, if the participant was shown the formal condition in the first part, then also in the second part the participant saw the formal condition. After screening the resume twice and answering the related questions, the participants moved to the last part, which involved the demographic questions. The participants were asked about their age, gender, current job position, experience with resume screening, current branch they are working in and whether they recognize the person on the photograph in the resume. These questions can also be found in appendix III. Participants were also able to leave their email address if they were interested in the results of the study. Finally, participants were thanked again for their participation. In total, filling in the survey took approximately seven minutes.

The online survey consisted of an introduction text, instructions, two vacancy texts and two resumes, plus questions about the shortlisting decision, attractiveness of the applicant and the resume layout, hiring recommendation and, finally, demographic questions. First, the participants were shown the introduction text, which gave them a short overview on the procedure of the survey and informed them that the survey should be filled out using a computer of laptop. On a mobile phone the resumes were displayed too small to screen them. Second, the first vacancy text was shown, which was randomly selected by Qualtrics. The participants were instructed to imagine looking for a new employee who should fit the vacancy text displayed below. They had to read the vacancy text thoroughly before moving on to the next page, which provided instructions about the following step; the first resume. The participants were told that they would only see the resume for six seconds and that they should screen this resume as they would normally do. Next, a resume was shown in one of the three conditions belonging to the job position of the vacancy text. What condition the participant was shown was randomly selected by Qualtrics. After six seconds, the participant automatically moved to the question whether the applicant is a fit or no fit for the vacancy text. Next, the participant was shown the resume again and was instructed to take another look at the resume and answer some questions. These questions involved the attractiveness of the applicant, the attractiveness of the resume layout and the hiring recommendation.

On the next page, the participant was told that he or she finished the first part of the survey and now would start with the second part. Next, the procedure of the first part of the survey was being repeated. However, the participant was now shown the vacancy text of the other job position. Specifically, if the participant was shown the vacancy text for the marketing position in the first part of the survey, the accounting vacancy text was shown in the second part. The resume condition presented to the participant was similar to the condition of the first part of the survey. Specifically, if the participant was shown the formal condition in the first part, then also in the second part the participant saw the formal condition. After screening the resume twice and answering the related questions, the participants moved to the last part, which involved the demographic questions. The participants were asked about their age, gender, current job position, experience with resume screening, current branch they are working in and whether they recognize the person on the photograph in the resume. These questions can also be found in appendix III. Participants were also able to leave their email address if they were interested in the results of the study. Finally, participants were thanked again for their participation. In total, filling in the survey took approximately seven minutes.

4. Results

This chapter describes the results of the current study. In the next section, the results for the dependent variable fit will be described, followed by 'applicant attractiveness' in section 4.2, 'resume layout attractiveness' in section 4.3 and 'hiring recommendation' in section 4.4. For all dependent variables a two-way repeated measures ANOVA was conducted with resume layout and job position as independent variables. The within factor (job position) had only two levels, therefore, the assumption of sphericity was not applicable.

As mentioned in section 3.3, all resumes in the experiment contained a photograph of the applicant. A control question in the survey revealed that 11,2% of the participants recognized the person in the photograph. To test whether recognizing the person on the photograph influenced the outcomes of the study, a one-way ANOVA was conducted for all dependent variables. These analyses showed no significance for the main effect of the photograph on the fit (F (1,137) = .46, p = .50), applicant attractiveness (F (1,137) = .44, p = .51), resume layout attractiveness (F (1,137) = 1.18, p = .28) and hiring recommendation (F (1,137) = .00, p = .97). Therefore, in the description of the results, the effect of the photograph in the resume layouts will not be taken into account and no participants have been excluded from the sample.

4.1 Fit

The first dependent variable is the perceived fit between the resume and the job position. As mentioned in section 3.5, participants answered this question after screening the resume for six seconds. The descriptive statistics regarding the dependent variable are listed in Table 1.

Table 1.

Means and standard deviations of perceived fit per layout (0 = no fit, 1 = fit)

Layout	Marketing M (SD)	Accounting M (SD)	Total M (SD)
Formal	.64 (.48)	.80 (.41)	.72 (.04)
Intermediate	.65 (.48)	.76 (.43)	.71 (.04)
Graphic	.85 (.36)	.81 (.40)	.83 (.04)
Total	.72 (.45)	.79 (.41)	

The ANOVA revealed no significant main effect of the job position (F (1, 140) = 1.94, p = .17), showing that applicants for the marketing position (M = .72, SD = .45) fit roughly as many times as applicants for the accounting position (M = .79, SD = .41). In addition, the analysis

revealed a trend towards significance for the main effect of the resume layout (F (2, 140) = 2.71, p = .07, n² = .04), showing that the applicant with the graphic resume layout (M = .83, SD = .04) is perceived to fit more often than the applicant with the intermediate (M = .71, SD = .04) and formal resume layout (M = .72, SD = .04). However, these outcomes have to be interpreted with caution, also because a Bonferroni post hoc test revealed, that there were no significant differences between the resume layouts (p in all cases > .11). Moreover, there was no significant interaction effect between the job position and resume layout for perceived fit (F (2, 140) = 1.21, p = .30), indicating that there is no difference in perceived fit for the various combinations of job positions and resume layouts.

4.2   Applicant attractiveness

The next dependent variable is the applicant attractiveness, which measures to what extent the applicant's resume is attractive for the job position described in the vacancy text. The descriptive statistics regarding this dependent variable are listed in Table 2.

Table 2.

Means and standard deviations of perceived applicant attractiveness per layout

Layout	Marketing M (SD)	Accounting M (SD)	Total M (SD)
Formal	3.28 (.78)	4.21 (.61)	3.74 (.10)
Intermediate	3.84 (1.13)	3.76 (1.04)	3.80 (.10)
Graphic	4.21 (.57)	3.47 (.82)	3.84 (.09)
Total	3.80 (.93)	3.79 (.89)	

The ANOVA showed no significant main effect of the job position (F (1, 140) = .13, p = .72), showing that the applicants were equally attractive for the marketing position (M = 3.80, SD = .93) and the accounting position (M = 3.79, SD = .89). In addition, there was no significant main effect of the resume layout (F (2, 140) = .25, p = .78), showing that there are no differences between the graphic (M = 3.84, SD = .09), intermediate (M = 3.80, SD = .10) and formal layout (M = 3.74, SD = .10) regarding the attractiveness of the applicant for the job.

Although there were no main effects of the two independent variables, there was an interaction effect between the two (see Figure 4 on the next page). This interaction between job position and resume layout (F (2, 140) = 30.30, p < .001, n² = .30) showed that for the marketing position the applicant was most attractive with a graphic resume layout, while for the accounting

position the applicant was most attractive with a formal resume layout. The opposite effect is visible when viewing the lower attractiveness rates. It is shown that for the marketing position the applicant was least attractive with a formal resume layout, while for the accounting position the applicant was least attractive with a graphic resume layout. The applicants with the intermediate resume layout score in between and do hardly differ from each other.
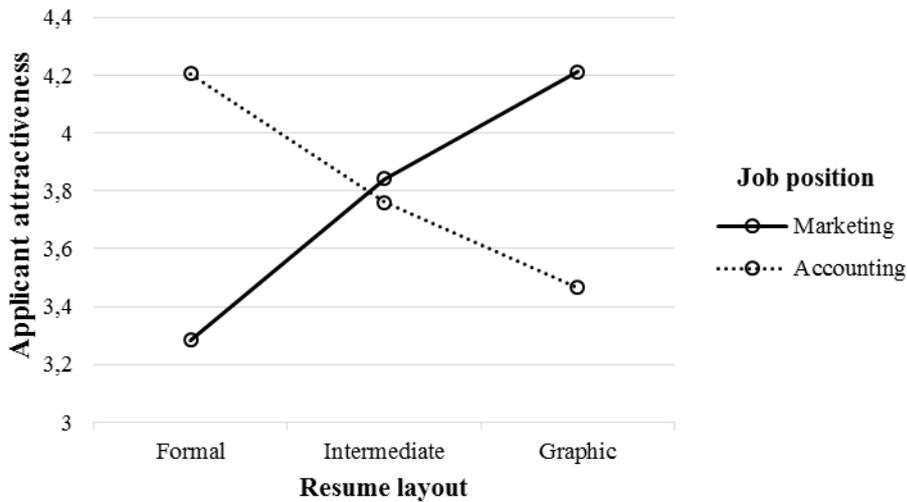
Figure 4. Interaction between job position and resume layout for applicant attractiveness

4.3   Resume layout attractiveness

The third dependent variable is the resume layout attractiveness, which measures the participant's attractiveness towards the resume layout. The descriptive statistics regarding this dependent variable are listed in Table 3.

Table 3.

Means and standard deviations of perceived resume layout attractiveness per layout

Layout	Marketing M (SD)	Accounting M (SD)	Total M (SD)
Formal	3.51 (.88)	3.97 (.83)	3.74 (.14)
Intermediate	3.92 (1.18)	4.04 (1.08)	3.98 (.14)
Graphic	3.64 (.92)	3.41 (1.02)	3.53 (.13)
Total	3.70 (1.01)	3.79 (1.02)	

The ANOVA revealed a trend towards significance for the effect of resume layout ($F_{(2, 140)} = 2.95$, $p = .06$, $n^2 = .04$), which showed that participants indicated the intermediate resume

layout (M = 3.98, SD = .14) as most attractive, while the graphic resume layout (M = 3.53, SD = .13) was indicated to be least attractive. The formal layout scored in between (M = 3.74, SD = .14). A Bonferroni post hoc test revealed that there was a trend towards significance in perceived resume layout attractiveness between the intermediate and graphic layout (p = .05). However, these outcomes should be interpreted with caution. There were no significant differences between the other resume layouts (p in both cases > .63). In addition, for the main effect of the job position a trend towards significance is shown as well (F (1, 140) = 3.54, p = .06, n² = .03), which suggests that participants perceive the attractiveness of the resume layout higher when shortlisting for the accounting position (M = 3.79, SD = 1.02), than when shortlisting for the marketing position (M = 3.70, SD = 1.01). However, also these outcomes should be interpreted with caution.
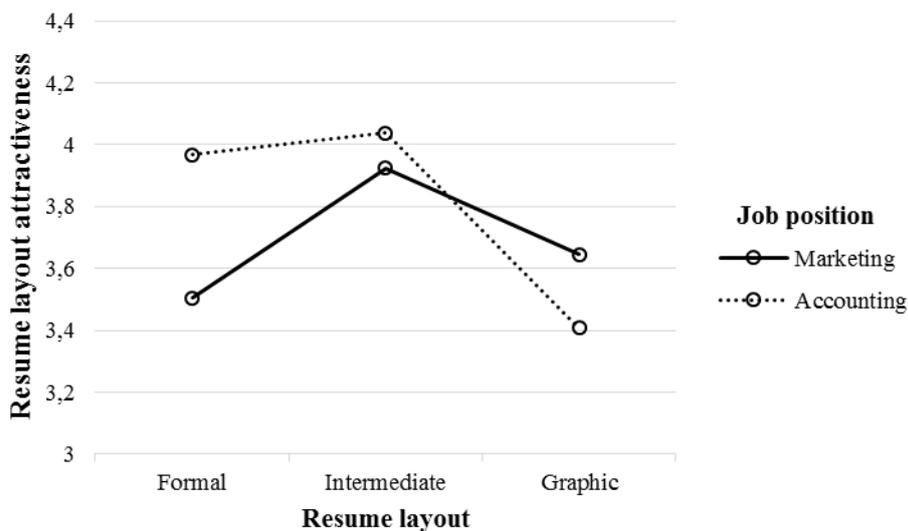
Figure 5. Interaction between job position and resume layout for resume layout attractiveness

The interaction between the two factors was significant and is shown in Figure 5. This two-way interaction effect between job position and resume layout for the dependent variable resume layout attractiveness (F (2, 140) = 11.36, p < .001, n² = .14) indicated that for both job positions the intermediate resume layout is perceived as the most attractive. However, regarding the resume layout which is perceived as least attractive the score depends on the job position. For the marketing position participants rate the formal resume layout as least attractive and for the accounting position the graphic resume layout is perceived as least attractive. Moreover, the differences in resume layout attractiveness are larger when participants are presented with the formal layout. Specifically, the formal resume layout for the accounting position scores much higher than the resume for the marketing position.

4.4 Hiring recommendation

The last dependent variable described is the hiring recommendation, for which the descriptive statistics are listed in Table 4.

Table 4.

Means and standard deviations of hiring recommendation per layout

Layout	Marketing M (SD)	Accounting M (SD)	Total M (SD)
Formal	3.50 (1.01)	3.96 (.83)	3.73 (.12)
Intermediate	3.67 (1.08)	3.57 (1.28)	3.62 (.11)
Graphic	3.86 (.76)	3.80 (.86)	3.83 (.10)
Total	3.69 (.95)	3.77 (1.01)	

The ANOVA revealed no significant main effect of the job position (F (1, 140) = .92, p = .34), showing that applicants for the marketing position (M = 3.69, SD = .95) are equally recommended for hiring than applicants for the accounting position (M = 3.77, SD = 1.01). In addition, the analysis showed no significant main effect of the resume layout (F (2, 140) = .87, p = .42), indicating that there are no significant differences between the graphic (M = 3.83, SD = .11), intermediate (M = 3.62, SD = .11) and formal layout (M = 3.73, SD = .12) regarding the hiring recommendation.

Despite the non-significant main effects of the two factors, job position and resume layout did show a significant two-way interaction effect, which is displayed in Figure 6.
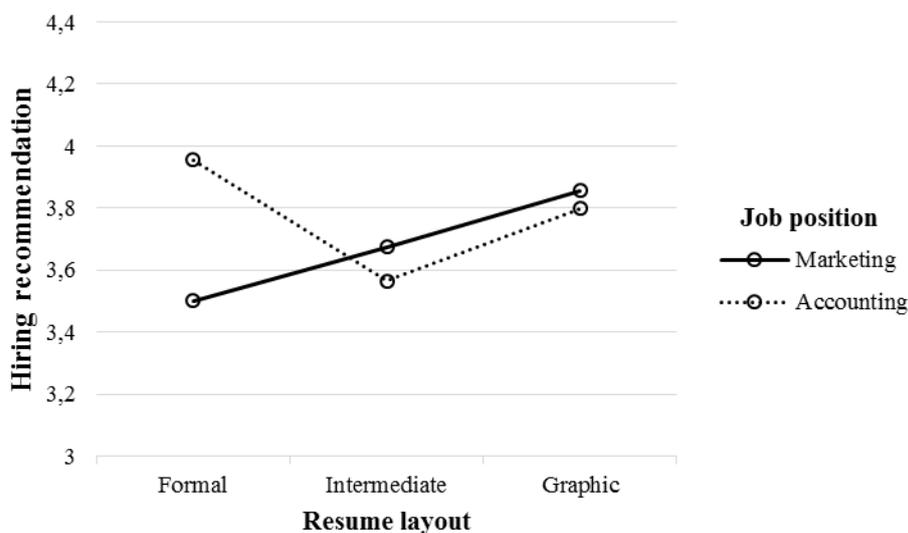
Figure 6. Interaction between job position and resume layout for hiring recommendation

The interaction between job position and resume layout for the hiring recommendation ($F_{(2, 140)} = 3.13$, $p = .047$, $n^2 = .04$) showed that there is a substantial difference between the two job positions for the formal resume layout. Specifically, the applicant with the formal resume for the accounting position scores far higher on hiring recommendation than the applicant with the formal resume for the marketing position. This difference is hardly visible for the other resume layouts, which score quite equal on both job positions.

5. Conclusion

The current study examined the effect of creativity in resume layout on recruiters' shortlisting decision, both for creative and non-creative job positions. By examining this effect, the study focused both on the initial and subsequent impression of the recruiter. The initial impression was tested by showing the recruiter the resume for six second and measuring the perceived fit. Next, recruiters viewed the same resume for unlimited time to test the subsequent impression by measuring the applicant attractiveness, resume layout attractiveness, and hiring recommendation.

The first hypothesis concerned the effect of creativity in resume layout on the perceived fit of the applicant after screening the resume for limited time, namely, six seconds. It was expected that recruiters would perceive the applicant with the intermediate resume layout to fit the most, followed by the formal layout. The graphical layout would be perceived to fit the least. The results, however, cautiously showed the opposite of this expectation. It was shown that when recruiters viewed the resume for six seconds, the graphic resume layout had a positive effect on the recruiters' perceived fit of the applicant, given that there was a trend towards significance for the effect of creativity in resume layout on the perceived fit. Specifically, the applicant with the graphic resume layout was perceived to fit more often than the applicants with the intermediate and formal resume layout, who were perceived to fit quite equal. These results reject the first hypothesis.

The second hypothesis was about the effect of creativity in resume layout on the perceived attractiveness of the resume after screening the resume for unlimited time. Perceived attractiveness was measured in two ways: applicant attractiveness and resume layout attractiveness. It was expected that recruiters would rate the intermediate resume layout as being the most attractive for both job positions, followed by the formal layout. The graphical layout would be perceived as least attractive. The results of the current study show that when recruiters have unlimited time to screen the resume, the resume layout did not affect the perceived attractiveness of the applicant. However, when considering the resume layout attractiveness, the current study cautiously showed that the intermediate resume layout had a positive effect on recruiters' attractiveness towards the resume layout, given that there was a trend towards significance for the effect of creativity in resume layout on resume layout attractiveness. Specifically, the intermediate resume layout appeared to be the most attractive layout and the graphic resume layout turned out to be the least attractive. Therefore, the second hypothesis is partially confirmed, however, with caution.

Next, it was examined whether there was an interaction between creativity in resume layout and type of job position for the perceived fit of the applicant after screening the resume for limited time, namely, six seconds. It was expected that recruiters who are shortlisting for the creative position would perceive the applicant with the intermediate resume layout to fit the most, followed by the graphical layout. The applicant with the formal layout would be perceived to fit the least

(H3a). Moreover, it was expected that recruiters who are shortlisting for the non-creative position would perceive the applicant with the intermediate resume layout to fit the most, followed by the formal layout. The applicant with the graphical layout would be perceived to fit the least (H3b). The results of the current study showed that when recruiters viewed the resume for six seconds, the various combinations of job positions and resume layouts did not have an effect on the perceived fit of the applicant. This result rejects hypothesis 3.

The fourth hypothesis examined the interaction between creativity in resume layout and type of job position for the perceived attractiveness of the resume after screening the resume for unlimited time. As mentioned, perceived attractiveness was measured by two approaches: applicant attractiveness and resume layout attractiveness. It was expected that recruiters who are shortlisting for a creative position would rate the graphic resume layout as most attractive, followed by the intermediate layout. The formal layout would be perceived as least attractive (H4a). Moreover, it was expected that recruiters who are shortlisting for a non-creative position would rate the intermediate resume layout as most attractive, followed by the formal layout. The graphical layout would be perceived as least attractive (H4b).

The results of the current study showed that when recruiters viewed the resume for unlimited time, there was indeed an interaction between creativity in resume layout and type of job position on the perceived attractiveness of the applicant. Specifically, recruiters who shortlisted for the creative job position perceived the applicant with the graphic resume layout as most attractive, followed by the intermediate resume layout. The applicant with the formal resume layout was perceived as least attractive. Moreover, when shortlisting for the non-creative job position, recruiters perceived the applicant with the formal resume layout as most attractive, followed by the intermediate resume layout. The applicant with the graphic resume layout was perceived as least attractive. These findings are in line with hypothesis 3a and not in line with hypothesis 3b. However, when considering the resume layout attractiveness, the current study shows that the intermediate resume layout had a positive effect on the recruiters' attraction towards the resume layout for both job positions. Specifically, recruiters perceived the intermediate resume layout as most attractive for both job positions. In addition, recruiters who shortlisted for the creative job position perceived the graphic resume layout to be more attractive than the formal resume layout. These results are not in line with hypothesis 3a. Moreover, recruiters who shortlisted for the non-creative job position perceived the formal resume layout to be far more attractive than the graphic resume layout, which is in line with hypothesis 3b. Given the contrasting results for both applicant attractiveness and resume layout attractiveness, hypothesis 3a and 3b are partially confirmed.

Last, the current study tested the interaction between creativity in resume layout and type of job position on the recruiters' hiring recommendation. This test did not assess a hypothesis. The

results showed that there was an interaction between creativity in resume layout and type of job position for the recruiters' hiring recommendation. Specifically, recruiters who shortlisted for the non-creative job position recommended applicants with a formal resume layout much more often than recruiters who shortlisted for the creative job position. This effect was not repeated for applicants with the other resume layouts; applicants with an intermediate and graphic resume layout were recommended for hire quite equal on both job positions. This effect will be further described in the discussion section.

6. Discussion

The current study examined the effect of creativity in resume layout (formal, intermediate and graphic) and creativity in job positions (creative and non-creative) on recruiters' shortlisting decisions. Previous studies by Arnulf et al. (2010) and Lipovsky (2014) indicate that creativity plays a serious role in recruiters' attractiveness towards an applicant. Both studies found that creativity in resume layout mostly leads to negative impressions on an applicant's future success in the job. These findings suggest that one should never use a creatively designed resume. However, according to blogs written by several HR professionals, this statement is invalid. The HR professionals assert that a recruiter's perception of the resume layout is affected by the type of job position they are shortlisting for (Krum, 2013; Skillings, n.d.; NRC Carriere, n.d.).

The purpose of the current study was to expand earlier research on the effect of resume layout on recruiters' shortlisting decisions and to provide a deeper insight in recruiters' impressions of resume layout in applicant shortlisting. This was done by creating three new resume layouts, of which the design was fully based on earlier research, concerning increasing amount of creativity in visual presentation of information. In addition, the current study measured the initial shortlisting decision of the recruiter (within six seconds) as well as the subsequent shortlisting decision (after unlimited amount of time). This is different from the study by Arnulf et al. (2010), who only measured the recruiters' shortlisting decisions within 45 seconds. Moreover, the interaction between creativity in resume layout and creativity in job positions for the recruiters' shortlisting decisions was studied. The next sections report and connect the results of the current study with previous studies. Furthermore, limitations of the current study will be explained and recommendations for future research will be suggested. Finally, the practical implications of the study will be described.

6.1 Creativity in resume layout

The current study tested whether three types of resume layout with an increasing amount of creativity influence recruiters' shortlisting decisions. The previous study by Lipovsky (2014) showed that several creative additions to a formal resume layout had a positive effect on the recruiters' impressions of the applicant. In addition, several other studies found that resume content presented in a graphical way was ranked lower than resume content presented in a formal way (Arnulf et al, 2010; Bird & Puglisi, 1986; Penrose, 1984). In contrast to these studies, the current study found that a graphic resume layout has a positive effect on the initial shortlisting decision of the recruiter. Specifically, after screening the resume for six seconds the applicant with a graphic resume layout was perceived to fit the most (trend), compared to the applicant with an intermediate or formal resume layout.

The ELM theory could provide an explanation for the positive effect of the graphic resume layout on recruiters' initial shortlisting decisions. As mentioned in section 2.1.2, Forret and Turban (1996) argue that when recruiters' ability to shortlist applicants on the basis of qualifications is reduced, recruiters will tend to rely more on peripheral route information. Furthermore, the ELM theory suggests that aesthetic properties likely encourage more peripheral processing, such that message content is not carefully considered (Petty & Cacioppo, 1986). This implies that the recruiters in the current study, who knew that they had limited time, mostly relied on the visual cues of the resume, which are processed via the peripheral route. This could be an explanation for the positive effect of graphic resume layout on recruiters' shortlisting decisions. Another explanation could arise from the persuasive strength of infographics. It is proven that visual representations, when integrated with text-based content, greatly influence decisions for a viewer to engage in a certain way of thinking (Lazard & Atkinson, 2015). Another strength of infographics is the short amount of time one needs to process visualizations compared to text. Kahneman (in McMahon, Stauffacher, & Knutti, 2016) found that when making fast decisions, readers tend to focus on the information that is quickly available and rely on effortless and immediate cognitive processing. In case of the current study, this could indicate that the visual representation of resume content and ability to process the content of the graphic resume layout quickly, persuaded the recruiters to think the applicant with the graphic resume layout is the best fit.

Different from the results for the initial shortlisting decision, the current study showed that when recruiters have unlimited time to screen the resume, resume layout had no effect on recruiters' shortlisting decisions. Specifically, neither the intermediate, formal or graphic resume layout did affect recruiters' attractiveness towards the applicant. Arnulf et al. (2010), who did find a significant difference between the different types of resume layout did not provide the recruiters with unlimited time to screen the resume. Recruiters participating in that study screened the resume for 45 seconds before making a shortlisting decision. The contrast between the current study and the study by Arnulf et al. (2010) implies that time is a crucial factor in the effect of resume layout on recruiters' shortlisting decisions. The current study namely revealed that when recruiters have more than six seconds time to screen a resume, the effect of layout disappeared.

Additionally, the current study measured recruiters' attractiveness towards resume layout. Earlier research by Bright et al. (1997) suggests that recruiters are more negative to unusual resumes when shortlisting applicants, compared to conventional ones. This indicates that the formal resume layout would be preferred the most by the recruiters. However, the intermediate resume layout appeared to be the most attractive resume layout, while the graphic resume layout was least attractive. This finding is interesting because, as mentioned above, the graphic resume layout had a positive effect on recruiters' shortlisting decisions. The findings indicating that the graphic

resume layout scored lowest on resume layout attractiveness and highest on recruiters' shortlisting decisions, strengthen the earlier mentioned persuasive power of infographic designs. Please note that due to a trend, these effects should be interpreted with caution.

6.2   Interaction between resume layout and job position

An important addition of the current study to previous research is the examination of the interaction between resume layout and type of job positions for the recruiters' shortlisting decisions. The next subsections discuss the interaction effects between resume layout and job position found in the current study. First, the recruiters' initial shortlisting decisions after screening the resume for six seconds will be discussed, which was measured by the perceived fit of the applicant, and the recruiters' subsequent shortlisting decisions after screening the resume for unlimited time will be discussed, which was measured by the perceived applicant attractiveness. Last, recruiters' resume layout attractiveness and hiring recommendations will be discussed.

6.2.1   Recruiters' initial and subsequent shortlisting decisions

Several blogs written by HR professionals state that a creative resume layout is viewed as being more important for a creative position compared to a non-creative position (Krum, 2013; Skillings, n.d.; NRC Carriere, n.d.). In contrast to this statement, the current study revealed that when recruiters have to make their initial shortlisting decision, there was no interaction between type of job position and resume layout for the perceived fit of the applicant. Specifically, no resume layout was perceived to fit more often for the creative nor the non-creative job position. This is interesting because as mentioned in section 6.1, the current study revealed a main effect for resume layout on the perceived fit of the applicant (trend). The means of the perceived fit for the combination of resume layout and job position suggest that the applicants for the non-creative position perceived to fit more often than the applicants for the creative position, except for the graphic resume layout. Moreover, regarding the non-creative job position, the applicant with the formal resume layout was perceived to fit as often as the applicant with the graphic resume layout. However, due to a non-significant interaction effect, this should be interpreted cautiously. Still, it may provide understanding of the main effect of resume layout and may argue the non-significance of the combination of resume layout and job position.

Similar to the statement of the blogs, the current study revealed that when recruiters make their subsequent shortlisting decision there is an interaction between type of job position and resume layout for recruiters' attractiveness towards the applicant. Specifically, the current study has proven that when a recruiter is shortlisting for the creative position the graphic resume layout has a positive effect on the recruiters' attractiveness towards the applicant. This implies that

applicants' creative skills are, indeed, expected to be predicted by the creativeness shown in their resumes (Krum, 2013; Skillings, n.d.). Also, the results showed that the applicant with a formal resume layout is perceived as being the least attractive for the creative position. This implies that a lack of creativity in the resume layout decreases the recruiters' impression of the applicant and the chance of being shortlisted. The findings indicate that showing creativity in resume layout is very important to a recruiter who is shortlisting for a creative position. By presenting resume content in a creative way, the applicant shows that he or she has creative skills, which are required for creative positions. Therefore, when applying for a creative position, one increases their chance of being shortlisted by using a graphic resume layout.

Moreover, it is found that when a recruiter is shortlisting for the non-creative job position the formal resume layout has a positive effect on the recruiter's attractiveness towards the applicant, and it is found that the applicant with a graphic resume layout is perceived as being the least attractive for the non-creative position. This confirms the findings of Werbel and Gilliland (1999) who stated that recruiters are motivated to match applicants' skills with job requirements during the resume screening processes. Namely, the applicant with a resume without any creative features is perceived as being more attractive for the non-creative job position than the applicant with a creative resume. The creative skills of the applicant, which are predicted by a creative resume layout, are not considered relevant for the resume screening process and, therefore, result in a smaller chance of being shortlisted. Therefore, when applying for a non-creative job position, one increases their chance of being shortlisted by using a formal resume layout. In addition, the attractiveness of the applicant with an intermediate resume layout appears to be in between the formal and graphic resume layout. This, therefore, seems to be a safe choice for both job positions.

In comparison with the findings for the perceived fit of the applicant, it can be stated that in case of the combination of resume layout and job position, time is again a crucial factor. After all, in comparison to the main effects it can be indicated that when recruiters screen a resume for six seconds, job position is not relevant. However, when recruiters screen a resume for unlimited time, job position is extremely relevant. Earlier studies examining the effect of resume layout on recruiters' shortlisting decisions did not include the factor time (Lipovsky, 2014; Arnulf et al., 2010; Bright et al., 1997; Bird and Puglisi, 1986; Penrose, 1984). A valuable suggestion for future research would be to manipulate time in a more systematic way (see section 6.3).

6.2.2   Resume layout attractiveness and hiring recommendations

The current study also measured recruiters' attractiveness towards resume layout when selecting for different job positions. As mentioned in section 6.1, the intermediate resume layout was perceived as most attractive for both job positions. In addition, the current study found that the

recruiters' scores on resume layout attractiveness are different for both job positions. Specifically, when recruiters are shortlisting for a creative job position they are more attracted towards the graphic resume layout compared to the formal layout. However, when the same recruiters are shortlisting for a non-creative job position they are more attracted towards the formal resume layout compared to the graphic one. These results are similar to the findings for the perceived applicant attractiveness. Still, they are quite striking, because they concern personal attractiveness towards a layout, which should be the same regardless of the job position a recruiter is shortlisting for. A study about aesthetic judgments in artwork found that a lack of information about the concept and possible meaning leads to a negative aesthetic judgement (Leder, Belke, Oeberst, & Augustin, 2004). In context of the current study, it can be implied that when the layout of the resume does not provide any concept information about the job position, the aesthetic judgement of the recruiter is more negative.

The current study also examined the recruiters' hiring recommendation for future employment. Cole et al. (2004) used this measurement to study recruiters' perceptions of applicants' personality as inferred from their resumes as predictors of recruiter hiring recommendations. The outcomes of the current study found that the resume layout and type of job position separately do not affect the recruiter's hiring recommendation. However, the interaction between resume layout and job positions is interesting. The outcomes reveal that an applicant with a formal resume layout for the non-creative position was much more likely to be recommended for hire than an applicant with the same resume layout for the creative position, while the other two resume layouts score quite equal for both positions. This effect strengthens the earlier mentioned findings that suggest that the formal resume layout only has a positive effect on being shortlisted when applying for a non-creative position. Moreover, it strengthens the findings indicating that the graphic resume layout for the accounting position leads to a more positive impression on the recruiter, compared to the formal resume layout for the marketing position.

6.3   Limitations and recommendations for future research

The current study has several methodological strengths. First, the study used existing vacancy texts from practice for the presented vacancy texts in the survey. Also, the resume contents for both job positions were extracted from two existing LinkedIn profiles of people currently working in the specific job position. Both applications result in an increased ecological validity of the study. In addition, the external validity was high as there was a large sample size and all participants were randomly selected to one of the three experiment groups. Moreover, the participants were randomly sampled based on their job position name on LinkedIn and are located all over the Netherlands, which increases the population validity of the study. Additionally, the recruiters participating in the

current study had to fill out the survey using a computer or laptop, which is also their natural environment to screen resumes in daily work. Given this, it can be concluded that the current study generalizes to the population. Furthermore, participants who only screen less than ten resumes per year or are not active in a recruitment related profession were excluded. By only including recruiters who are experienced in resume screening, the internal validity increased. With regard to the reliability of the current study, it can be noted that all Cronbach's Alpha scores were high, indicating that the scales were reliable. Also, the study shows a high replicability since the variance of the participants, the materials, instruments and procedure of the experiment are well described.

The current study also has some limitations. To start with, the randomization of the participating recruiters by branch did not appear to be equal. Around 18% of the recruiters participating in the current study were active in the Financial Services branch, 14% in the ICT branch and 15% in the Technical Services branch. These percentages were quite high, compared to the next largest branch representations, namely, 7% Healthcare and approximately 3% Communication & Media. The difference in number of participating recruiters per branch could arise from the current short of staff in the ICT and Business Services branches (Spek, 2017). The external validity would be increased when every branch is represented by an equal number of participating recruiters. Therefore, it is recommended for future research to sample an equal number of participating recruiters per branch.

Another limitation of the current study is that the three resume layout manipulations used in the experiment were not controlled by another version of the same manipulation. The internal consistency reliability of the study could be increased by using a second resume layout version for all three resume layouts. By doing this, it is possible to compare two different versions of the same manipulation and ensure that these versions show similar outcomes. Thus, a suggestion for future research could be to replicate the current study and add one more manipulation of each type of resume layout.

Additionally, the current study did not measure the effect of the colour used in the resume designs. The two resume layouts containing colour were designed using blue saturation, because blue was found to be associated with positive emotions and happiness (Terwogt & Hoeksma, 1995; Hemphill, 1996). It is possible that when using a different colour, shortlisting decisions and resume layout attractiveness of the recruiters turns out to be different. As mentioned in section 2.2.1, colours have subjective effects. Namely, when the reader considers the colours to be aesthetically unpleasing, the appreciation of the displayed text may be affected (Van Nes, 1986). For example, Terwogt and Hoeksma (1995) found that the colour yellow is often associated with negative emotions compared to the colours red and green, which tend to be associated with positive emotions. The effect of these and possibly other colours could be tested by creating a resume design

in different colours and examining the effects on recruiters' shortlisting decisions and resume layout attractiveness. It is also interesting to test whether these colours show contrasting effects for different types of job positions. A suggestion for future research could be to replicate the current study and use resume layout colour as independent variable instead of creativity in resume layout.

As mentioned above, the current study revealed that time plays a significant role in recruiters' impressions of an applicant and their shortlisting decisions. However, it is not clear why time matters that much in making shortlisting decisions. As mentioned in section 2.1.1, TheLadders (2012) stated that recruiters spend only six seconds on screening a resume and making their initial 'fit/no fit' decision. In contrast to this research, the current study found that recruiters were not able to make this initial shortlisting decision within six seconds as the findings were contrasting when making the subsequent shortlisting decision. An explanation for these contrasting findings could be that when recruiters make their initial shortlisting decision they tend to focus on the information that is quickly available and rely on effortless and immediate cognitive processing (Kahneman, in McMahon et al., 2016). Furthermore, when recruiters have more time to screen the resume, they are able to process applicants' qualifications more thoroughly before making their shortlisting decision. Nevertheless, the current study did not provide any understanding on why and how the findings are different for the initial and subsequent shortlisting decision. Therefore, a suggestion for future research could be to focus more on the effects of time on recruiters' shortlisting decisions and systematically determine why and how time affects these decisions. This could be done, for example, by adding more different time periods to the experiment (e.g. 6, 30, 60 and 120 seconds) for measuring the recruiters' shortlisting decisions.

Finally, the current study found that recruiters are significantly more attracted towards the intermediate resume layout compared to the other resume layouts. Specifically, recruiters rated the intermediate resume layout as being the most attractive based on their attractiveness towards the resume layout. However, it has not been examined whether these resume layout attractiveness scores affect recruiters' shortlisting decisions and if they do, how it affects these decisions. Therefore, a suggestion for future research could be to study the effects of recruiters' resume layout attractiveness on their shortlisting decisions and attractiveness towards the applicant. A possibility could be to partly replicate the current study, yet, create a few adjustments. These adjustments could consider performing a 3x3 within subjects study and show the participant three different resume layouts of three different applicants. The combinations of resume layouts and applicants should be systematically randomized to assure that all conditions are shown equally. By doing this, the effects between resume layout attractiveness and applicant shortlisting can be examined.

6.4   Practical implications

The current scientific study provides several clues that can be inserted in practical situations. Firstly, the effects of resume layout and job position on the recruiters' shortlisting decisions can help applicants to design their resume more consciously. That is, when someone plans to apply for a non-creative position (e.g. accounting, finance, banking or legal profession) the chance to be shortlisted is higher when applying with a formally designed resume. The chance to be shortlisted is lowest when sending in a graphically designed resume. When someone plans to apply for a creative job position (e.g. marketing, social media, web design or human resources) the chance to be shortlisted is higher when applying with a graphically designed resume. The chance to be shortlisted is lowest when sending in a formally designed resume. Moreover, the current study indicates that applying with an intermediate designed resume is the safest choice of the three. Namely, this resume layout shows no outliers and always scores in the middle on recruiters' shortlisting decisions and even highest on recruiters' resume layout attractiveness.

The current study has proven that time does matter in the practice of screening resumes and making shortlisting decisions. When recruiters only had six seconds to screen the resume, no significant differences in shortlisting decisions for the various combinations of job positions and resume layouts were found. This implies that when recruiters have such limited time, they judge all applicants approximately in the middle and do not separate the suitable and unsuitable applicants from another. This outcome is not desired by recruiters and employers, because the best candidates are needed for the jobs. However, when recruiters have unlimited time to screen the resume the current study did show significant differences in shortlisting decisions for resume layout in combination with both job positions. This implies that when recruiters have unlimited time, they are able to signify suitable and unsuitable applicants and shortlist the best ones. Therefore, it is important for recruiters and employers that recruiters spend enough time on screening resumes and making shortlisting decisions. Six seconds does not seem to be enough.

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Appendix I   Vacancy texts

Marketing

Stelt u zich voor: u bent op zoek naar een nieuwe medewerker. Hieronder volgt de vacature waarvoor u geschikte kandidaten gaat selecteren. Lees de vacaturetekst goed door en probeer u in te leven in het soort kandidaat waarnaar u op zoek bent en waarover deze dient te beschikken.

Marketing & Communicatiemedewerker

Als Marketing & Communicatie medewerker:
- Beheer je onze website, webshop en social media kanalen;
- Zet je online en offline advertising op een juiste manier in en verzorg je de opmaak hiervan;
- Weet je op een creatieve manier om te gaan met free publicity;
- Verzorg je onze maandelijkse e-mail nieuwsbrief en andere e-mailmarketingcampagnes;
- Organiseer je evenementen als beurzen, technische trainingen, klantendagen etc.
- Denk je mee met onze Sales & Marketing manager op creatief en strategisch vlak, met als doel de positie te versterken voor nieuwe en bestaande klanten en markten;
- Houd je je bezig met allerhande marketing- en communicatieactiviteiten;

Wat vragen wij?
- Een afgeronde relevante HBO opleiding op het gebied van (online) Marketing & Communicatie;
- Relevante ervaring verkregen door stage, afstuderen en bij voorkeur enkele jaren werkervaring;
- Actuele kennis van online communicatie, CMS systemen (WordPress), SEO, SEA, Analytics, e-mailmarketing en social media;
- Kennis van Adobe InDesign, Illustrator en Photoshop;
- Je hebt een uitstekende mondelinge en schriftelijke beheersing van de Nederlandse taal, Engels is een pré;
- Je bent creatief, pro-actief en je hebt een scherp oog voor detail en een pragmatische instelling.

Accounting

Stelt u zich voor: u bent op zoek naar een nieuwe medewerker. Hieronder volgt de vacature waarvoor u geschikte kandidaten gaat selecteren. Lees de vacaturetekst goed door en probeer u in te leven in het soort kandidaat waarnaar u op zoek bent en waarover deze dient te beschikken.

Assistent Accountant Audit

Als Assistent Accountant Audit:
- Ben je betrokken bij de voorbereiding, uitvoering en afronding van opdrachten en controleer je in teamverband jaarrekeningen bij een diversiteit aan klanten;
- Toets je het bestaan en de werking van delen van de administratieve organisatie en stel je controlememoranda op;
- Ben je voor details de gesprekspartner van de klant, pik je klantsignalen op en koppel je deze intern terug;
- Help je collega's bij de uitvoering van hun werk.

Wat vragen wij?
- Een ambitieuze en leergierige collega die staat voor het leveren van de beste service en kwaliteit naar onze klanten.
- Je denkt hierover graag mee en komt met ideeën om onze dienstverlening te optimaliseren.
- Je bent analytisch sterk, communicatief zeer vaardig en werkt gestructureerd, correct en accuraat.
- Je bent ambitieus en gedreven in je persoonlijke en professionele ontwikkeling;
- Je bent een teamspeler;
- Je bent (bijna) afgestudeerd WO masterstudie (Bedrijfs)Economie/Accountancy & Controlling;
- Je bent gemotiveerd om verder te studeren voor registeraccountant.

Appendix II   Resume layout manipulations

Marketing - Formal resume layout

PERSOONLIJKE GEGEVENS

Naam: Tim de Jong
Adres: Hoofdstraat 1, Utrecht
Telefoon: 06 12345679
E-mail: timdejong@gmail.com
Geboortedatum: 01-02-1992

PROFIEL

Enthousiast en iemand die van aanpakken weet. Ik denk in kansen en mogelijkheden en heb een natuurlijke drive om mezelf te blijven ontwikkelen. Ik neem weloverwogen initiatief en stel mij hierbij proactief op.

WERKERVARING

Okt 2015 – heden   **Medewerker Marketing en Communicatie** – Emma Handson

- Het dragen van de totale verantwoordelijkheid voor de website (weergave, inhoud, zoekwoordencheck, vormgeving, opbouw);
- SEO: schrijven en coördineren blogs;
- Online Marketing (Google Analytics / Adwords).
- Inzetten Social Media, content & beheer (Facebook, Twitter, Linkedin);
- E-mailmarketing via Mailchimp;
- Free Publicity/PR (NBSA, Week van het Nederlands);
- Verantwoordelijk voor eigen campagnes en interne communicatie;
- Verantwoordelijk voor organisatie van klantevent in het kader van de lancering van de nieuwe bedrijfsnaam en nieuwe locatie.

OPLEIDINGEN

2016   **SRM**
                          NIMA B1 & B2, Marketing Manager

Sept 2012 – jul 2015   **Tilburg University**
                          Master of Science, Bedrijfscommunicatie & Digitale Media
Sept 2011 – jul 2012   Premaster, Communicatie & Informatiewetenschappen

Sept 2007 – jul 2011   **Zuyd Hogeschool**
                          Bachelor of Commerce, Commercieel Management

NEVENACTIVITEITEN

Feb 2014 – okt 2014   **PR Night University,** Tilburg University

Dec 2013 – okt 2014   **Communicatiemedewerker/ Webeditor,** Tilburg University

Sept 2013 – aug 2014   **Commissaris Mastercommissie,** Studievereniging Flow

Juni 2013 – dec 2013   **Opleidingsmarketeer,** Tilburg University

VAARDIGHEDEN

Software: Mailchimp, Adobe Photoshop & InDesign, Google Analytics
Talen: Nederlands – moedertaal
                   Engels – professionele werkvaardigheid

INTERESSES

Reizen door Azië, hockey, wielrennen, fotografie & lekker koken en eten

Marketing - Intermediate resume layout

TIM DE JONG

Hoofdstraat 1, Utrecht
06 12345679
timdejong@gmail.com
01-02-1992

PROFIEL

Enthousiast en iemand die van aanpakken weet. Ik denk in kansen en mogelijkheden en heb een natuurlijke drive om mezelf te blijven ontwikkelen. Ik neem weloverwogen initiatief en stel mij hierbij proactief op.

VAARDIGHEDEN

Software
Mailchimp, Adobe Photoshop & InDesign, Google Analytics

Talen
Nederlands – moedertaal
Engels – professionele werkvaardigheid
Italiaans – basis werkvaardigheid
Mandarijn – hobby

INTERESSES

Reizen door Azië, hockey, wielrennen, fotografie & lekker koken en eten.

WERKERVARING

Medewerker Marketing en Communicatie
Okt 2015 – heden / Emma Handson

- Het dragen van de totale verantwoordelijkheid voor de website (weergave, inhoud, zoekwoordencheck, vormgeving, opbouw);
- SEO: schrijven en coördineren blogs;
- Online Marketing (Google Analytics / Adwords).
- Inzetten Social Media, content & beheer (Facebook, Twitter, Linkedin);
- E-mailmarketing via Mailchimp;
- Free Publicity/PR (NBSA, Week van het Nederlands);
- Verantwoordelijk voor eigen campagnes en interne communicatie;
- Verantwoordelijk voor organisatie van klantevent in het kader van de lancering van de nieuwe bedrijfsnaam en nieuwe locatie.

OPLEIDINGEN

SRM
2016 / NIMA B1 & B2, Marketing Manager

Tilburg University
Sept 2013 – jul 2015 / Master of Science
Bedrijfscommunicatie & Digitale Media

Tilburg University
Sept 2012 – jul 2013 / Premaster
Communicatie & Informatiewetenschappen

Zuyd Hogeschool
Sept 2008 – jul 2012 / Bachelor of Commerce
Commercieel Management

NEVENACTIVITEITEN

Feb 2014 – okt 2014	**PR Night University**, Tilburg University
Dec 2013 – okt 2014	**Communicatiemedewerker/ Webeditor**, Tilburg University
Sept 2013 – aug 2014	**Commissaris Mastercommissie**, Studievereniging Flow
Juni 2013 – dec 2013	**Opleidingsmarketeer**, Tilburg University

TIM DE JONG

1-2-1992
06 12 34 56 79
timdejong@gmail.com
Hoofdstraat 1, Utrecht

Enthousiast en iemand die van aanpakken weet. Ik denk in kansen en mogelijkheden en heb een natuurlijke drive om mezelf te blijven ontwikkelen. Ik neem weloverwogen initiatief en stel mij hierbij proactief op.

WERKERVARING

Medewerker Marketing en Communicatie
Emma Handson

Okt - heden
2015

• Het dragen van de totale verantwoordelijkheid voor de website (weergave, inhoud, zoekwoordencheck, vormgeving, opbouw);
• SEO: schrijven en coördineren blogs;
• Online Marketing (Google Analytics / Adwords).
• Inzetten Social Media, content & beheer (Facebook, Twitter, Linkedin);
• E-mailmarketing via Mailchimp;
• Free Publicity/PR (NBSA, Week van het Nederlands);
• Verantwoordelijk voor eigen campagnes en interne communicatie;
• Verantwoordelijk voor organisatie van klantevent in het kader van de lancering van de nieuwe bedrijfsnaam en nieuwe locatie.

NEVENACTIVITEITEN

Feb 2014 - Okt 2014	**PR Night University** Tilburg University
Dec 2013 - Okt 2014	**Communicatiemedewerker/ Webeditor** Tilburg University
Sept 2013 - Aug 2014	**Comissaris Mastercommissie** Studievereniging Flow
Sept 2013 - Aug 2014	**Opleidingsmarketer** Tilburg University

OPLEIDINGEN

NIMA B1 & B2
Marketing Manager
2016
SRM

Tilburg University
2013 - 2015
Master Bedrijfscommunicatie & Digitale Media

Premaster Communicatie & Informatiewetenschappen
2012 - 2013
Tilburg University

Zuyd Hogeschool
2008 - 2012
Bachelor of Commerce
Comercieel Management

VAARDIGHEDEN

Mailchimp
Adobe Photoshop & InDesign
Google Analytics
Nederlands
Engels
Italiaans & Mandarijn

INTERESSES

Hockey
Reizen door Azië
Wielrennen
Lekker eten & koken
Fotografie

Accounting - Formal resume layout

PERSOONLIJKE GEGEVENS

Naam:	Daan de Jong
Adres:	Hoofdstraat 1, Utrecht
Telefoon:	06 12345678
E-mail:	daandejong@gmail.com
Geboortedatum:	01-02-1992

PROFIEL

Veelzijdig en ondernemend, pragmatisch, en nooit genoeg om handen. Tot op heden heb ik laten zien dat ik door mijn ambitie, nieuwsgierigheid en doorzettingsvermogen een waardevolle toevoeging ben aan elk team.

WERKERVARING

Feb 2017 – heden   **Assistent Accountant**
Baker Tilly Berk Accountants

- Zelfstandig zorg dragen voor de uitvoering van accountantscontroles in de bovenkant van MKB, met verschillende bedrijfstypologieën en omvang variërend van circa €50–300 mio omzet;
- Uitvoerende rol binnen de fusie- en overnamepraktijk, waaronder het uitvoeren van bedrijfswaarderingen en due diligence onderzoeken voor verschillende bedrijfstypologieën, transacties variërend van circa €10–100 mio.

Sept 2012 – jan 2017   **Assistant Accountant**
RSM Nederland Accountants

- Het uitvoeren van accountantscontroles voor ondernemingen gevestigd in het MKB;
- Het samenstellen van jaarrekeningen van ondernemingen gevestigd in het MKB;
- Het verzorgen van financiële administraties en het doen van aangiftes voor kleine ondernemingen.

OPLEIDINGEN

2016 – heden   **Nyenrode Business Universiteit**
Master of Science in Accountancy

Sept 2012 – Jul 2016   **Nyenrode Business Universiteit**
Bachelor of Science in Accountancy

Sept 2006 – Jul 2012   **Trevianum**
Vwo – Cum Laude

NEVENACTIVITEITEN

2014 – heden   **Financieel Adviseur en aandeelhouder**
Reflex Private Insurance

VAARDIGHEDEN

Software:	Caseware Working Papers, Exact Online, Microsoft Office
Talen:	Nederlands – moedertaal
	Engels – professionele werkvaardigheid
	Frans, Spaans en Duits – basis werkvaardigheid

INTERESSES

Basketbal, denksporten waaronder schaken, lezen van managementboeken, uitgaan en series.

Accounting - Intermediate resume layout

DAAN DE JONG

Hoofdstraat 1, Utrecht
06 12345678
daandejong@gmail.com
01-02-1992

PROFIEL

Veelzijdig en ondernemend, pragmatisch, en nooit genoeg om handen. Tot op heden heb ik laten zien dat ik door mijn ambitie, nieuwsgierigheid en doorzettingsvermogen een waardevolle toevoeging ben aan elk team.

VAARDIGHEDEN

Software
Caseware Working Papers, Exact Online, Microsoft Office

Talen
Nederlands – moedertaal
Engels – professionele werkvaardigheid
Frans, Spaans en Duits – basis werkvaardigheid

INTERESSES

Basketbal, denksporten waaronder schaken, lezen van managementboeken, uitgaan en series.

WERKERVARING

Assistent Accountant
Feb 2017 – heden / Baker Tilly Berk Accountants

- Zelfstandig zorg dragen voor de uitvoering van accountantscontroles in de bovenkant van MKB, met verschillende bedrijfstypologieën en omvang variërend van circa €50–300 miljoen omzet;
- Uitvoerende rol binnen de fusie- en overnamepraktijk, waaronder het uitvoeren van bedrijfswaarderingen en due diligence onderzoeken voor verschillende bedrijfstypologieën, transacties variërend van circa €10–100 miljoen.

Assistent Accountant
Sept 2012 – jan 2017 / RSM Nederland Accountants

- Het uitvoeren van accountantscontroles voor ondernemingen gevestigd in het MKB;
- Het samenstellen van jaarrekeningen van ondernemingen gevestigd in het MKB;
- Het verzorgen van financiële administraties en het doen van aangiftes voor kleine ondernemingen.

OPLEIDINGEN

Nyenrode Business Universiteit
2016 – heden / Master of Science in Accountancy

Nyenrode Business Universiteit
Sept 2012 – Jul 2016 / Bachelor of Science in Accountancy

Trevianum College
Sept 2006 – Jul 2012 / Vwo – Cum Laude

NEVENACTIVITEITEN

Financieel Adviseur en aandeelhouder
2014 – heden / Reflex Private Insurance

DAAN DE JONG

1-2-1992 👤
06 12 34 56 78 📞
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Hoofdstraat 1, Utrecht 🏠

Veelzijdig en ondernemend, pragmatisch, en nooit genoeg om handen. Tot op heden heb ik laten zien dat ik door mijn ambitie, nieuwsgierigheid en doorzettingsvermogen een waardevolle toevoeging ben aan elk team.

Assistent Accountant
Baker Tilly Berk Accountants

Feb - heden
2017

• Zelfstandig zorg dragen voor de uitvoering van accountantscontroles in de bovenkant van MKB, met verschillende bedrijfstypologieën en omvang variërend van circa €50–300 miljoen omzet;
• Uitvoerende rol binnen de fusie- en overnamepraktijk, waaronder het uitvoeren van bedrijfswaarderingen en due diligence onderzoeken voor verschillende bedrijfstypologieën, transacties variërend van circa €10–100 miljoen.

Financieel Adviseur en aandeelhouder
Reflex Private Insurance

Jan 2014 - heden

💼 WERKERVARING

Sept
2012
-
Jan
2017

Assistent Accountant
RSM Nederland Acountants

• Het uitvoeren van accountants- controles voor ondernemingen gevestigd in het MKB;
• Het samenstellen van jaar- rekeningen van ondernemingen gevestigd in het MKB;
• Het verzorgen van financiële administraties en het doen van aangiftes voor kleine ondernemingen.

💼 NEVENACTIVITEITEN

📚 OPLEIDINGEN

Master of Science in Accountancy

Nyenrode Business Universiteit

2012 - 2016

Vwo - Cum Laude

2016 - heden

Nyenrode Business Universiteit

Bachelor of Science in Accountancy

2006 - 2012

Trevianum College

⚙ VAARDIGHEDEN

Caseware
Exact Online
MS Office
Nederlands
Engels
Frans, Spaans en Duits

♥ INTERESSES

Basketbal
Lezen van management-boeken
Denksport
Series
Uitgaan
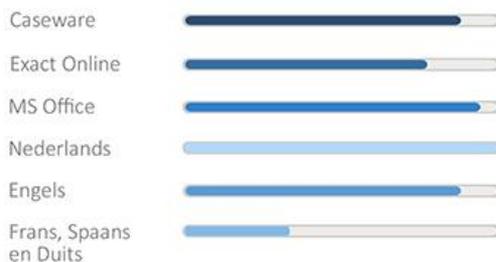
Appendix III   Instructions, instrumentation and demographic questions

Instructions

Beste recruiter, HR-professional, manager of intercedent,

Mijn naam is Florence van Wilgenburg, masterstudent Tilburg University, en door middel van deze vragenlijst doe ik onderzoek naar cv screening (het vluchtig en doelgericht doorlezen van een cv). Dit onderzoek is opgesteld in opdracht van Tilburg University en is onderdeel van het afronden van mijn master Communication and Information Sciences.

U gaat zo meteen twee cv's screenen en beoordelen hoe ze matchen met bepaalde vacatures. U ziet steeds eerst de vacature, daarna bekijkt u kort het cv (zes seconden) en beantwoordt u enkele vragen. Vervolgens bekijkt u het cv nogmaals en volgen er opnieuw vragen. Deze procedure wordt twee keer doorlopen voor twee verschillende vacatures. Het einde van de vragenlijst bestaat uit een aantal achtergrondvragen. Uw antwoorden worden anoniem behandeld en zijn enkel bedoeld voor dit onderzoek. Aan het einde van de vragenlijst is er de mogelijkheid uw e-mailadres achter te laten voor meer informatie over de resultaten van het onderzoek.

 Het invullen van dit onderzoek duurt ongeveer 10 minuten. Het is wenselijk deze vragenlijst in te vullen middels een laptop, pc of tablet. Dit in verband met de leesbaarheid van de cv's. Heeft u vragen over het onderzoek of de vragenlijst, neem dan contact met mij op via

Start het onderzoek door middel van de onderstaande knop.

Uw medewerking wordt zeer op prijs gesteld.

Instrumentation

Op basis van het voorgaande cv is deze kandidaat voor de vacature:

0 Passend 0 Niet passend

Geef aan in hoeverre u het eens bent met de volgende uitspraken.

Applicant attractiveness	Helemaal niet mee eens	Enigszins mee oneens	Noch eens noch oneens	Enigszins mee eens	Helemaal mee eens
Deze sollicitant past binnen de vereisten van de functie	0	0	0	0	0
Ik ben ervan overtuigd dat deze sollicitant gekwalificeerd is voor de functie	0	0	0	0	0
Deze cv-layout past bij de functie	0	0	0	0	0
Deze cv-layout past bij de inhoud van het cv	0	0	0	0	0

Geef aan in hoeverre u het eens bent met de volgende uitspraken.

Resume layout attractiveness	Helemaal niet mee eens	Enigszins mee oneens	Noch eens noch oneens	Enigszins mee eens	Helemaal mee eens
Ik vind deze cv-layout aantrekkelijk	0	0	0	0	0
Ik vind deze cv-layout prettig om te screenen	0	0	0	0	0
Deze cv-layout geeft mij een complete algemene indruk van de sollicitant	0	0	0	0	0
Ik vind dat deze cv-layout past bij deze tijd	0	0	0	0	0

Geef aan in hoeverre u het eens bent met de volgende uitspraken.

Hiring recommendation	Helemaal niet mee eens	Enigszins mee oneens	Noch eens noch oneens	Enigszins mee eens	Helemaal mee eens
Ik ben geïnteresseerd in het uitnodigen van deze sollicitant voor een sollicitatiegesprek	0	0	0	0	0
Ik zou aanraden deze sollicitant aan te nemen	0	0	0	0	0

Demographic questions

Mijn leeftijd is:

Mijn geslacht is:
0 Man   0 Vrouw

Mijn huidige functie is:
0 Recruiter
0 HR Professional/medewerker
0 Manager/teamleider
0 Accountmanager/intercedent
0 Anders, namelijk:

Mijn ervaring met het screenen van cv's:
0 Tot 10 cv's per jaar
0 10-50 cv's per jaar
0 Meer dan 50 cv's per jaar

De huidige branche waarin ik werkzaam ben:
0 Communicatie & Media
0 Detailhandel
0 Financiële Dienstverlening
0 Gezondheidszorg
0 Horeca, Recreatie, Toerisme en Cultuur
0 ICT
0 Juridische Dienstverlening
0 Onderwijs & Onderzoek
0 Technische Dienstverlening
0 Anders