Self-promotion to success
A qualitative study observing the performance of a self-promoting LinkedIn profile
within the Australian job market

Diploma Thesis

Institute for Organization and Learning
University of Innsbruck
School of Management

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Mag. Mag. Mag. Dr. Anna Schneider

Written by
Nathalie Hübscher
01215340
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Abstract

The thesis investigates the performance of a self-promoting, institutionalized LinkedIn profile in comparison to a normal LinkedIn profile within the Australian job market. The usage of social media, especially the one of professional networking sites, is constantly on the rise (CareerBuilder, 2017). Recruiters use sites such as LinkedIn to find potential new employees. Van Dijck’s (2013) statement that self-promotion within Social Media such as Facebook and LinkedIn have become normative behaviour, to ensure standing out from the masses is used as the starting point to empirically examine the performance of an institutionalized profile on LinkedIn. Both profiles used for this thesis are based on an Australian economics graduate who successfully applied to jobs with their CV minimizing the bias of incomplete information that could hinder the outcome of this thesis. The results of the qualitative study were contradictory to van Dijck’s (2013) statement. The normal profile performed slightly better than the institutionalized self-promoting profile, and the only instance of recruiters proactively approaching the jobseekers was in the case of the normal profile. Noteworthy is the fact that 44% of the applications did not receive any feedback at all. This leads to the assumption that LinkedIn has a different significance within the Australian job market than in others.
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III. List of Abbreviation

CBD… Central Business District  
CV… Curriculum Vitae  
HR… Human Resource  
IDV… Individuality/ Individualism  
MAS… Masculinity  
NSW… New South Wales  
P-J fit… Person-Job fit  
PNS… Professional Networking Sites  
P-O fit… Person-Organisation fit  
P-P fit… Person-Person fit  
QLD… Queensland  
SA… Southern Australia  
SEO… Search Engine Optimization  
SMA… Social Media Assessment  
SMR… Social Media Recruitment  
SMP… Social Media Presence  
SNR… Social Networking Recruitment  
SNS… Social Networking Sites  
U.K…. United Kingdom  
URL… Uniform Resource Locator  
US… United States of America  
VIC… Victoria  
WA… Western Australia
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1. Introduction

“There are many ways to shape online identities for many different purposes and, in theory there are several platforms to choose from - platforms which, over the years, have specialized in catering towards specific functions and audiences: job markets, special markets, dating markets, creative markets and so on” (van Dijck, 2013; p.203).

Over the last 10 to 15 years the introduction of Social Media has shaped life both online and offline. Social Media sites such as Facebook have become stages for communication and self-expression but also self-promotion (van Dijck, 2013). The establishing of professional online networks, such as LinkedIn, which caters to the need for professional self-promotion, has shifted the need of self-presentation towards a desire to self-promote and stand out on a professional basis. Users have come to understand the art of online self-presentation and the importance of SNSs as tools for professional self-promoting (van Dijck, 2013).

With a constantly growing labour market, it is not enough to simply have a profile on LinkedIn and hope for the best. An institutionalized professional appearance seems to be the only way to stand out and take the self-promotion to the next level without deception.

1.1. Importance of the topic

There has been a lot of research when it comes to Social Media Sites such as Facebook or Twitter. When it comes to professional networks such as LinkedIn, the existing literature is rather scarce. Even though Human Resource professionals, especially recruiters, like to scan through potential employee’s SNS profiles, van Dijck (2013) is one of the few who made an attempt at evaluating how LinkedIn profiles work and how it is possible to stand out. However, he did not test his hypothesis empirically. Furthermore, recent literature suggests that recruiters put a lot of emphasis on getting to know the person through social media, rather than waiting for a first impression gained throughout an interview. As this thesis is going to be based on a field study with two entirely fictional personalities, they will not have a social media background, effectively leading to a negative or non-existent background check. In a time where oversharining seems to
have peaked and the aim of PNS is to come across as professional as possible, further research will be conducted throughout this thesis to determine if an institutionalized profile is the only way to get positive feedback throughout a recruitment process.

1.2. Research question

With van Dijck’s (2013) argument in mind that polishing an online identity has become normative behaviour, this research investigates how a normal LinkedIn profile will perform in comparison to a manipulated LinkedIn profile with the same skill set.

1.3. Objective of this thesis

The aim of this thesis is to examine what makes a LinkedIn profile stand out more and therefore more successful. Van Dijck (2013) argues that a little deception and manipulation never fail to attract and has become normal behaviour with the progressing usage of online recruitment. This thesis should support the building of an online persona that does stand out because of their professional and institutionalized profile.

1.4. Further course of action

This thesis starts with a literature review focusing on covering the beginning of the professional use of social media. It will focus on the change that happened in the organization and architecture of social media platforms, shifting their centre of gravity from connectedness to connectivity (van Dijck, 2013). The theoretical framing based on Anna B Holm’s (2014) article and Powell and DiMaggio’s (1983) early literature will focus on the institutional theory. An explanation of the transition between a normative and cultural-cognitive process, which is also supported by Holm’s articles (2012, 2014) will build the basis for the empirical part. This thesis should lead to an empirical proof that an institutionalized profile is more successful than an ordinary one. Proof will be gathered with a quantitative research
method. By executing a field study, I am going to collect data to highlight the more successful LinkedIn Profile.

As a conclusion, the findings will be discussed and held against the previously presented literature and theoretical framing.
2. Literature Review

This chapter will start with a cultural background check for Australia. Hofstede’s 6-D model of national culture will be the backbone of this analysis. An introduction of institutions follows. I will define what institutions are and how they impact society. This shall be the basis for explaining why LinkedIn and the whole professional networking process works well for the Australian market. A closer description, mainly of informal and social institution, will open up to the main review, focusing on how social media presence was able to establish itself and develop into such a necessity within the last couple of years.

The literature review will be built around van Dijck’s (2013) critical article that focuses on self-promotion on professional networking sites, specifically LinkedIn. The development of recruiting through social media will be discussed as well as the pressure of using professional networks to network, represent yourself and find new opportunities without building a profile that is full of deception. The spotlight will essentially be on the most popular professional network: LinkedIn.

2.1. Australia’s cultural background

Hofstede (2011) defines culture as follows: “Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others” (Hofstede, 2011, p.3). Following extensive research, he introduced the Hofstede model of national culture. It included cultural dimensions that embody independent preferences for a state of affairs compared to another that distinguish countries from each other (Hofstede, 2011). The six mentioned dimensions are power distance, individualism (IDV), masculinity (MAS), uncertainty avoidance, long term orientation and indulgence (Hofstede, 2019).

I am going to focus on individualism and masculinity, considering they are the two most important for this thesis.
2.1.1. Individualism

According to Hofstede’s research Australia scores high in IDV with 91 out of 100. This dimension addresses the degree of interdependence a society maintains among its members (Hofstede, 2011). When it comes to hiring and promotion decisions in Australia's labour market, they are based on merit or evidence of what one has done or can do (Country Comparison Australia, 2019). Self-promotion or presentation on PNSs can be seen as a way of promoting their own successes or stand out performances and will definitely be encouraged by society.

2.1.2. Masculinity

Hofstede’s analysis leads to the conclusion that Australia is a MAS society. Precisely, it means that people should strive to be the best they can be and the saying ‘winner takes it all’ best describe where the emphasis lies (Country Comparison Australia, 2019). Australians are proud of their successes and achievements and it serves as the foundation for hiring and promotion decisions (Country Comparison Australia, 2019). This repeatedly shows a society focusing on their achievements, but predominantly flaunting them to be in a more advantageous position. Hofstede (2019) manages to describe the significant preferences within a society and as the framework is used frequently over the past couple of years it manages to be spot on for most of the countries. Even though it emphasises certain elements, Hofstede did not prove empirically that the mentioned characteristics are as precisely used in the real world as he describes them to be. Additionally, the framework was introduced and concluded within the early 2000s therefore missing out on the height of the PNS use within the recruitment process. Consequently, there is no empirical evidence that the flaunting of achievements is transferred to PNS profiles as well.
2.2. Institutions

Apace with the culture that Hofstede (2011) defines, institutions have a big influence on human behaviour. Institutions are “generally understood as formal and informal rules and regulations, political freedoms, ethnolinguistic fractionalization, religion, and infrastructure for example democracy or authoritarianism” (Casson, della Giusta, Kambhampati, 2010, p.137). Institutions build the framework for a society. Casson, della Giusta and Kambhampati (2010) critically analyse the impact that informal and formal institutions have on development. Especially the role of informal institutions such as customs, that gradually change the actions and interactions of operatives in all sorts of organisations are very important for this thesis (Casson, della Giusta, Kambhampati, 2010). The paper investigates different impacts on institutions such as religion, politics and education. They come to the conclusion that especially the quality of institutions in a country will influence its development and vice versa (Casson, della Giusta, Kambhampati, 2010). The key outcome for the authors is the relationship between informal and formal institutions and how they influence the people who are exposed to them.

2.3. Development within an institution

A closer look towards the development of people within an institution presented Barbour and Marshall in their article from 2012 (Barbour, Marshall, 2012). They approached a then new need for academics to build an online person to communicate with their students and other peers. Linking back to Hofstede’s (2019) culture analysis, the authors mention that within the U.K. and Australia a national system of increasing systematization of prestige, in terms of ranking of academic journals and their relative value, takes place (Barbour, Marshall, 2012). The changes that the article centralizes are mainly named as the digitalization of culture. Not only the fundamental migration of academic research into online settings but also the shift towards structured web-sources that are used to teach or communicate with the students. The discussion focuses on the “creation of authentic, intentional, constructed personas that extend the boundaries of an academic’s individual influence beyond institutional boundaries, and allows them to work more effectively in the radically changed worldwide academic environment” (Barbour, Marshall, 2012, p.2). The urge for academics to present themselves publicly because
the presentation of the self has moved to centre stage and how it leads to constructing a persona which presents a version of their identity starts the discussion.

The article fixates mainly on academic websites but also on other more gated online networking tools such as Facebook and to a minor extent LinkedIn as these sites were shifting towards becoming the main interaction medium (Barbour, Marshall, 2012). For the research the writers looked at university employees, mainly professors and other teaching professionals. The question arises what kind of professional micro publics the professionals should develop and what kind of public persona is useful not only for the individual but also for the reputation of their institution. Their research showed 5 different ways academics presented themselves online. They differentiate between the formal self, networked self, comprehensive self, teaching self and the uncontainable self (Barbour, Marshall, 2012).

<table>
<thead>
<tr>
<th>Formal self</th>
<th>Networked self</th>
<th>Comprehensive self</th>
<th>Teaching self</th>
<th>Uncontainable self</th>
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<tr>
<td>Broadcast style</td>
<td>Narrowcast</td>
<td>Narrowcast</td>
<td>Targeted</td>
<td>Uncontrolled</td>
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<td>Fixed presentation</td>
<td>Interactive</td>
<td>Interactive</td>
<td>Interactive and collaborative</td>
<td>Unmonitored</td>
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<td>Focus on achievements and expertise</td>
<td>Professional</td>
<td>Professional and private blurred</td>
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<td>Multi–platform</td>
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Figure 1: Features of the five main types of academic persona; Source: Barbour, Marshall, 2012, p. 6

These five different forms can be seen as different stages within the adaption of online personas. The formal self represents the first and rather simply approach to an online persona. The academic uses his online persona the same way as a CV or staff profiles are used. The profile consists mostly of a short biography, a
professional picture and strength, achievements and extensive knowledge are laid out. It is obvious that a controlled formal self has certain limitations in its use of online culture in favour of control and coherence especially when it comes to two-way communication (Barbour, Marshall, 2012). An evolution of the formal self is presented as the public self also called the networked self. Although still located within a traditional academic frame, this persona encourages discourse whilst focusing on sharing ideas and networking. The public persona embraces the possibility of two-way communication and not only accepts but also fosters feedback on research ideas. Barbour and Marshall (2012) even mention that the construction of a public persona will become progressively common for emerging academics (Barbour, Marshall, 2012).

In contrast to the first two personas the comprehensive self does not exclusively focus on the academic’s work life. Next to their academic life they also include personal issues such as family, relationship, political or religious views to present themselves online. The extent to which they include personal information is the defining aspect of the comprehensive self (Barbour, Marshall, 2012). The last constructed academic persona discussed within the paper is called the teaching self. It solely focuses on the students as a communication partner. The teaching self becomes an online extension of the use of institutional intranets such as Facebook and LinkedIn. As a new media user, the persona takes full advantage of the social aspects by providing an interactive form of communication. This persona engages in the two-way communication provided by social media (Barbour, Marshall, 2012).

The last observed persona is described as the uncontainable self. This persona is not built by an academic but rather by others like an associate student, fellow researcher or fan. Defamation or criticism can prevail and thus lead to an unfavourable online presentation (Barbour, Marshall, 2012).

Barbour and Marshall (2012) manage to capture as one of the firsts the shift from offline to online communication within an institution. The described changes redefine institutional identities and the approach that individuals take to construct their personas within higher education. It reflects the way a conversation takes place between academics and students now that online platforms are the preferred way of communication. Nonetheless, the article only focuses on a compared to a platform like LinkedIn small institution and the five personas can only be adapted to the job search to a certain extend.
Van Dijck (2013) took this article as a basis and examined the building of a persona and the representing of the self on Facebook and LinkedIn (van Dijck, 2013).

2.4. Self-promotion

Van Dijck (2013) observed the self-promotion on LinkedIn. “Each profile shapes an idealized portrait of one’s professional identity by showing off skills to peers and anonymous evaluators” (van Dijck, 2013 p.211). LinkedIn encourages people to highlight specific skills thus promoting their strength. Other features on the website such as the recommendation section or the ‘Question’ and ‘Answer’ section heighten the public image of the employees’ profile. By showing off social as well as professional skills, LinkedIn users increase their professional value on the job market (van Dijck, 2013).

Self-promotion on platforms such as Facebook and LinkedIn tantalize users into releasing information about themselves, both consciously and unconsciously. Promoting and branding the self has become normalized, accepted phenomenon in ordinary people’s lives. Online self-promotion is not just for teenagers following the examples of celebrities’ self-promotion. Professional adults of all ages manifest themselves online to emphasize their skills and proficiency hence attracting contacts, contracts, customers or employers. Facebook and LinkedIn’s visual interfaces served users’ desires for variable modes of self-presentation, allowing for openness and randomness (van Dijck, 2013).

It is a fine line between what has also been called ‘authentic’ and ‘idealized’ self-promotion.

Van Dijck (2013) mentions a major concern: diverging interests between users, employers and site owners. It calls into question how social media sites push for users’ ‘uniform’ online identity while unconsciously steering their behaviour (van Dijck, 2013). Recruiters want to screen prospective employees- besides their polished CV- for signs of self-expression rather than self-promotion. At this point though where every profile looks uniform, recruiters seem to be more interest in candidate’s personal information released through other SNSs.

Having and polishing an online identity has become a normative behaviour. It is implemented in the newer generation that an online identity is nearly as important as
actually mastering the skills that are mentioned and highlighted throughout one’s social media profile.

Van Dijck’s arguments are solid and well thought out. It proves to be a basis for future research and literature even though van Dijck misses out on empirically proving his arguments.

2.4.1. LinkedIn

LinkedIn was introduced as Facebook in a suit as it was specifically designed for career and business professionals to connect. Whereas other social networking sites were established to connect with friends, share memories and pictures of important milestones and events and most importantly meet new people and mingle, LinkedIn is based on a professional level. With over 575 million users in more than 200 countries and territories worldwide the focus lies on building strategic connections (LinkedIn, 2018). LinkedIn was one of the first successful platforms to launch on a business level. Over time LinkedIn has gradually tweaked their interfaces and protocols not just to facilitate users, but also to serve businesses and advertisers (van Dijck, 2013). It triggered a new awareness of how one wants their life story to be told, to whom and for what purpose. Van Dijck (2013) points out that the actual value of connectivity for the platform as well as its corporate clients is that employee profiles provide essential demographic and professional information for personalized targeted advertising. This goes hand in hand with LinkedIn CEO Jeff Weiner’s description of LinkedIn as a network where “you want people to want to know who you are” (van Dijck, 2013, p.200).

Van Dijck’s (2013) article very clearly indicates that the use of social media is not enough to be successful in the business world. Users have come to understand the art of online self-presentation and the importance of SNS’s as tools for professional self-presentation. This is fostered by the need for homogenization through LinkedIn’s interface but contrary to this as well the need for customization and outstanding profile performance. Even though van Dijck’s (2013) research clearly shows a trend towards a new ‘normative behaviour’ of polishing an online appearance in order to be more successful he fails to prove this empirically.
2.4.2. The adoption of LinkedIn in Australia

Jepsen, Knox-Haly and Townsend (2015) present a similar position as van Dijck (2013) in his article. Their review of Australian recruitment practices (2015) showed that Australia did not react differently to the adoption of LinkedIn than any other country (Jepsen, Knox-Haly, Townsend, 2015). The review pointed out that the adoption of social media recruitment was difficult as it was hindered by the disability to demonstrate a return on investment and effectiveness (ASB, 2011). Overall Australian companies were slower than for example their US industry to integrate social media into recruitment as an industry survey in 2012 only indicate 26 per cent of companies using social media (Jepsen, Knox-Haly, Townsend, 2015). The breakthrough for social media in recruitment came in 2013, when a Yellow Pages Social Media Report (2013) pointed out that more than 60 per cent of employer respondents used social media for recruitment, with smartphones as the preferred delivery vehicle (Barker, 2013). The survey also identified state-specific preferences with New South Wales, the most populated state of Australia and also home to many Fortune 500 companies’ Australian headquarters, indicating a preference for LinkedIn (Jepsen, Knox-Haly, Townsend, 2015).

This is also supported by the fact that the institution that is needed to employ SMR, the internet itself and an access to it, prevails dominantly in NSW followed by other bigger cities such as Brisbane, Canberra and Melbourne (Australia community profile, 2016).

Jepsen et al. (2015) mention that job seekers use LinkedIn to research employers and individuals as well as to broadcast job request. With over 4 million Australian LinkedIn members, which adds up to around 80 per cent of Australia’s professional population, the scope is significant. The review, similar to van Dijck (2013) mentions the concerns as well. Along with legal concerns the issue that it may be unclear for recruiters if the ‘friends’ (Facebook), ‘followers’ (Twitter) or ‘connections’ (LinkedIn) are regarded as personal or business contact by their employers are seen as the main concerns when it comes to SNR (Jepsen, Knox-Haly, Townsend, 2015).
2.5. Self-presentation

Van Dijck's (2013) research and article were used as the groundwork for several following articles. The definition of self-presentation states that it is the use of behaviour to communicate some information about oneself to others (Baumeister, 1982, p.3).

2.5.1. Person-environment fit

Next to self-promotion, self-presentation is a crucial part of professional SNS such as LinkedIn. There is little evidence to determine whether job seekers’ efforts of building a professional identity online are merely futile attempts to advance their careers or whether they might actually help job seekers secure opportunities for job interviews (Chiang, Suen, 2015). Chiang and Suen (2015) detected that personal goals affect self-presentation in online communities thus it is important for job seekers to provide information related to specific topics and recruiter interests that may enhance the likelihood of obtaining hiring recommendations (Chiang, Suen, 2015). Similar to van Dijck’s (2013) research, Chiang and Suen (2015) focus on online communities such as LinkedIn as they have initiated a new era of workforce recruitment in which recruiters are increasingly using PNS to source and screen potential new employees. As a reaction to this, job seekers are encouraged to create professional identities in combination with their personal profile providing content to enhance the likelihood that they will convey a positive impression in the new process of hiring (Chiang, Suen, 2015). Chiang and Suen (2015) wanted to prove that LinkedIn profiles had to have an impact on perceived person-environment fit when analysed by HR professionals (Chiang, Suen, 2015).

Chiang and Suen’s (2015) field study focused on HR recruiters, merely female and their outlook on different LinkedIn profiles (Chiang, Suen, 2015). Joining a professional LinkedIn group that is generally used to search for jobs and candidates in the HR field, five recruiters in charge of hiring full-function HR Managers in different industries were contacted (Chiang, Suen, 2015). The HR recruiters had the task to analyse LinkedIn profiles that were skill-wise suitable candidates for open position. Each feature on LinkedIn that can
review self-presentation such as portrait, profile summary, and experience were analysed (Chiang, Suen, 2015).

The goal of this study was “to deepen the understanding of the explanation and evaluations of how a job seeker’s self-presentations influence recruiters’ hiring recommendations in online communities” (Chiang, Suen, 2015, p.521).

The results showed that recruiters positively perceive P-J fit, P-P fit and P-O fit when LinkedIn profiles display argument quality and source credibility within self-presentation categories. Furthermore, the results showed that recruiters focus more on job-related information that is available in online profiles, such as experience and education (Chiang, Suen, 2015).

The researchers come to a similar conclusion as van Dijck (2013). When recruiters want to search potential job candidates, professionals SNS profiles, throughout this study in particular LinkedIn, may serve as an extended online résumé that allows applicants and recruiters to exchange detailed job-related information at low cost and without the legal or ethical associated with private SNSs such as Facebook (Chiang, Suen, 2015 p.522). They acknowledge the importance of constructing a consistent personal-professional image online and according to their evaluation profile summary, work experience and educational background are the three most important features of self-presentation.

Even though Chiang and Suen’s (2015) research is in line with van Dijck’s (2013) arguments the different profiles were preselected and given to the recruiters which rules out the instant attraction or rather if the recruiters would choose these profiles in the first place.

2.5.2. Professional idealized self

Another study that followed up van Dijck’s (2013) outcome was published by German researchers Sievers et al (2015). The research was partially based on impression management theory by Goffman (Goffman,1961 cited by Sievers et al.,2015). He stated that in social situations individuals are concerned with the impression they make on others. “This motivates them to manage their behaviour strategically, and to present to others a favourable version of themselves” (Sievers et al., 2015, p.25). Despite Goffman presenting his theory in 1961 when the Internet was not in existence, it can
still be used as a thought-provoking impulse. Sievers et al. (2015) suspected that the pressure of presenting a great profile might be even higher on professional networking sites. Their hypothesis stated that people present themselves rather validly on professional networking sites.

At first their research focused on pre-existing literature. The review shows that one main group of study has demonstrated that self-presentation in social networks is idealized. This confirms the hyperpersonal model of communication in online settings, which states that users utilize technological aspects to manipulate the impression they want to give in socially desirable ways (Sievers et al., 2015, p.27). Interviewees explained that they build an idealized self because they aspire to be this person one day, or on Facebook specifically, dominates the urge to be liked by friends (Sievers et al., 2015).

A second dominant group of study observed that user profiles present users’ real selves. Most of the experiments conducted persisted of independent observers who rated the personality of website authors based on their website (Sievers et al., 2015). This leads to the perception that studies who find an idealized self-presentation were based on observing user’s behaviour and collecting their own feedback whereas independent observers were used for the second major study group (Sievers et al., 2015).

Sievers et al. (2015) focused on Xing, which is similar to LinkedIn as it is a professional network most commonly used in Germany (Sievers et al., 2015). The study investigated if individuals present themselves authentically on professional networks and if similar to previous studies, outsiders are able to filter out the true personality. The results of the study showed that potential new employees presented themselves authentically. It provided further proof that ratings of independent observers provide no indication that people’s ideal selves influence their presentation more than their realistic selves (Sievers et al., 2015, p.29).

Even though the outcome of their study was rather congruent with previous studies, Sievers et al. (2015) narrowly focused on computer scientists and engineers. These jobs cannot be done without having specific knowledge and faking this knowledge will not go undetected for too long.
2.5.3. Visual self-presentation

Tiffert and Vilnai-Yavetz (2017) followed up van Dijcks (2013) as well as Sievers et al. (2015) studies and focused on visual self-presentation in LinkedIn user portraits (Tiffert, Vilnai-Yavetz, 2017). Leading back to Chiang and Suen (2015) who found that recruiters who used SNS mainly based their judgment on explicit information such as certifications, the individuals’ profile summary, list of experience, or skills and education. Tiffert and Vilnai-Yavetz (2017) focused on implicit information (Tiffert, Vilnai-Yavetz, 2017). “Implicit data can be seen as the impression a person gives off or implicit information conveyed in non-verbal cues” (Tiffert, Vilnai-Yavetz, 2017, p.34).

Professional self-presentation can not only be found in face-to-face job interviews, customer relationships, or peer interactions; it is also important within the online realm. The most salient source of implicit data is the profile photo that users have chosen to represent themselves (Tiffert, Vilnai-Yavetz, 2017). Previous studies are hardly found but a lot of popular advice can be found on the internet. LinkedIn itself, but also other sources, recommend that users include a portrait in their LinkedIn profiles. Profiles that include a portrait are more likely to be considered for a potential new job (LinkedIn, n.d.).

A profile photo can influence viewers outside of LinkedIn on a variety of traits such as: approachability and dominance, professional outcomes such as teaching, evaluations, and assessments of suitability for employment (Vernon, Sutherland, Young, Hartley, 2014). ‘Artsy’ images are not as well received by hiring professionals as applicants with professional-looking portraits. The photo should be a high-resolution professional portrait, preferably showing a smiling person as it makes them appear warm, friendly and approachable (Tiffert, Vilnai-Yavetz, 2015).

Compared to Facebook, LinkedIn profile photos tend to follow a more standard pattern as the main goal is to find job opportunities and to create professional connections and not attracting potential mates (Tiffert, Vilnai-Yavetz, 2015). Tiffert and Vilnai-Yavetz (2015) wanted to know if there were gender differences and if they were identifiably in LinkedIn accounts specifically in the portraits.
The outcome of their study showed that two opposing forces shape self-presentation in LinkedIn portraits. On one hand, social norms, corporate culture, and popular advice drive users to display standard business-like portraits, thereby increasing uniformity. On the other hand, self-expression in particular, inspire users to display portraits that highlight their individuality and attractiveness, thereby increasing uniqueness (Tiffert, Vilnai-Yavetz, 2015, p.42). Following van Dijck’s (2013) approach, the high level of uniformity found in LinkedIn samples supports the notion that LinkedIn is rather used for self-promotion than self-expression (van Dijck, 2013).

Similar to my approach within this thesis, Tiffert and Vilnai-Yavetz (2015) mention that their study took place in America and can be affected by cross-cultural differences in personality, social norms web design and SNS usage. Online self-presentation tactics may also differ between cultures (Tiffert, Vilnai-Yavetz, 2015).

2.6. Online persona

It has been long anticipated that online activities would reshape how people understand and produce identity (Bolter, 2000 cited by Moore et al., 2017). Throughout the twenty-first century a mass popularisation of social media platforms nurtured the production of public digital identities (Moore et al., 2017). Moore et al. (2017) based their study on the fact that communication technologies, media platforms, and digital services are not isolated objects or discrete entities but are veraciously incorporated into the lives of individuals as they build connections and exchange information with other people and other systems (Moore et al., 2017). As persona-making has become pandemic, Moore et al. (2017) discuss the five dimensions that co-create a coherent online persona. Moore et al. (2017) define persona as both the product of and the interface for the movement of the individual into online activities (Moore et al., 2017, p.2). Before discussing the importance of the several dimensions of a persona I will explore and explain the surrounding of a persona, a so-called micro public.
2.6.1. Micro-publics

Micro-publics have been previously discussed by several studies such as Barbour et al. (2014) (Marshall 2014, Barbour et al., 2014, boyd and Marwick, 2011). Micro-public can be described as a network of activity from friends and followers across all these intercommunicating networks. It takes into account the practices of social media such as sharing, tagging and mediated expression in the forms of personal images, memes, likes, and dislikes (Moore et al., 2017, p.6). It is seen as an extended social network of the individual that includes personal friends, professional associates plus their networks, and the system and platforms that connect them all (Barbour et al., 2014). To persona studies the concept of micro-publics is pivotal to describe the collective dimensions of online persona. It can be seen as a way to characterize how groups, associations, and networks have become central to contemporary cultures (Moore et al., 2017). Micro-publics are not called micro because of their size (as it can include millions of followers) but rather due to the fact that a micro-public is attached to one unique individual who updates their micro-public on a regular basis. This unique individual builds a persona to represent itself within their micro public.

2.6.2. The public dimension

The original net philosophy including its utopic sense of anonymity and freedom has been long eradicated. ‘Real name’ requirements and social media terms of service contracts, and the ubiquitous presence of browser-based tracking cookies is now the virtual reality (Moore et al., 2017). This public dimension of an online persona exists within the potential to go from a small circle of close friends and followers towards a global public audience. Moore et al. (2017) argue that the public self can be seen as the official version that the person offers up to the world, highly published, scheduled and controlled (Moore et al., 2017). The best example of a public persona is celebrities. Moore et al. (2017) cite Turner, Bonner and Marshall (2000) with their statement saying that a celebrity’s ultimate power is to sell the commodity that is themselves (Moore et al., 2017).
2.6.3. The mediatised dimension

Mediatising is not a new phenomenon. Individuals have been mediatising themselves via communication technologies starting from rock painting, journals and letters to social media profiles (Moore et al., 2017). Nowadays an unparalleled scope of skills and comfortability with public exposure is shown. The sharing happens with the hope of benefitting of a widely proliferating self-image that once was reserved for individuals seen as celebrities (Moore et al., 2017). Moore et al. (2017) further focus on celebrities particularly on actors who undergo an incessant and structures construction and presentation of the self for the purpose of promotion thus products of marketing and advertising become paratextual components to their public identity (Moore et al., 2017). This is an interesting statement as in previously discussed literature the process of self-promotion can be seen on PNS as well.

2.6.4. The performative dimension

Following the public elements of online persona, performative is an essential dimension to a coherent persona as well. Moore et al. (2017) state that to present a publicly mediated persona we must perform our identity, our professional interests, and network of connection through online activities (Moore et al. 2017). Performativity signifies that a persona connects together and meshes all the different characteristics that are presented and intended to interact with others. Acknowledging the social media age, the article states that the technology is old enough to see different generation having different approaches to the performativity of the self that may appear to blur but mainly show that the methods of performing the self are not fixed (boyd, 2010 cited by Moore et al., 2017). Another important statement made is that the presentational quality of identity is not individually produced but rather both enabled and constrained by institutions, technologies, networks and cultures in which the public self is assembled and performed (Moore et al., 2017). This is an important statement for this thesis as I am going to argue further on that having a LinkedIn profile outside of the institution concludes in a disadvantage.
2.6.5. The collective dimension

“The fourth dimension is one that works to produce, seek out, and move between connections, resulting in a collective and can be found across all forms of social media” (Moore et al., 2017, p.5). The individual is no longer part of the collective but rather connected to multiple publics making the collective dimension of persona a meta-collective complex. Despite the occurrence of overlapping networks there is still one central point namely the user’s persona. Highlighting the complexity of micro-public especially with this dimension the dynamic of the audience adds to the complexity (Moore et al., 2017).

2.6.6. The value dimension

The last dimension of person discussed by Moore et al. (2017) relates to the idea of value, and how that value is dependent on agency, reputation and prestige. This dimension recognises that personas are created with a particular intention which can vary from the personal to the professional or public (Moore et al., 2017). Users are restricted by technology, power structures as well as social and cultural norms but the personas are still making active and important decisions in how they engage that specific persona in their micro-public. Moore et al. (2017) set forth that the production of networks happens through the actions of the producer of the persona but also influence from the outside might evenly contribute (Moore et al., 2017). The study furthermore discusses that the value of the produced personas influences how people understand the significance of the reputation those personas have. Emphasizing specific characteristics in online spaces can generate a particular type of reputation. Moore et al. (2017) emphasizes that they do not really see online profiles as fake but enhanced personality features can definitely help reaching goals (Moore et al., 2017).

Overall this study shows that an online persona is more than a one-dimensional profile. Moore et al. (2017) manage to introduce the five most important dimensions of an online persona and explains how they interact with each other to create a coherent persona. Especially for this ongoing study it is important to understand that the creation of a persona and the integration
process in their own micro-public, especially for professional purposes, can either hinder or help the users to achieve their goal, in this example getting the job.

2.7. Social Media Assessment

As seen throughout the literature review several researchers (van Dijck, 2013, van den Ven and Bogaert, 2016, Bohnert et al., 2010) acknowledge the importance of social media when it comes to recruitment. On one hand, PNS are frequently used as a mean to discover and hire new employees on the other hand it is used as well for a so-called social media assessment. CareerBuilder (2017) collected data from US industries and organizations. The survey evaluated that 70% of employers use different social media sites to screen potential new employees before even inviting them to an interview (CareerBuilder, 2017). Furthermore, the chance of interviewing a potential candidate decreased by 57% if the potential new candidate cannot be found on any social or professional networking sites. Additionally, 54% of employers decline candidates based on information that is found posted online by them (CareerBuilder, 2017).

Zide et al. (2014) similarly to van Dijck (2013) and the field study conducted for this thesis looked at the essential for an outstanding LinkedIn profile. Their focus lied on the difference between male and female LinkedIn users as well as what makes them outstanding. It has to be mentioned that the study focused solely on Marketing/Sales and HR jobs that were posted for the American job market. Their study showed that specifically men were more likely than women to receive and give recommendations, and to display their personal and professional interests (Zide et al., 2014, p.599). Overall Zide et al. (2014) were adamant that LinkedIn has not yet replaced the traditional CV. This defies LinkedIn’s mission to be the only source when it comes to an application especially as LinkedIn users are still hesitant to fully complete their profile (Zide et al., 2014).

The CareerBuilder survey (2017) and Zide et al. (2014) support the idea that LinkedIn is a popular professional networking site. They also concluded that rather than using LinkedIn as a mean to recruit someone or proactively look for a candidate the majority of recruiters run a social media assessment. Zide et al (2014) remark that
part of this assessment is not only searching for social media accounts such as Facebook but also looking for LinkedIn profiles and if the information found is coherent with the CV handed in with the application (Zide et al., 2014).

2.8. Conclusion

Hofstede’s (2019) analysis of Australia’s cultural background shows that Australians ‘flaunting of achievements’ mentality should be a good basis for PNS recruitment to work. Taken the functionality of LinkedIn for granted the reviewed literature focuses on the way how people represent themselves on professional social networks. Van Dijck (2013) was one of the first researcher to acknowledge the fact that self-presentation is vital to stand out in this environment. It has become normative behaviour and rather than being databases of personal information LinkedIn and other PNS’ have become tools for personal storytelling and narrative self-presentation (van Dijck, 2013). Follow up literature mainly focused on parts of online profiles as for example the explicit information they get such as the picture or information about the education. The influence of institutions on one’s behaviour will further be discussed in the theoretical part of this thesis but still is an important part of the literature review as it shows that pressure from outside can form an online profile in any direction. An online profile can not only be seen as a one-dimensional representation of oneself, as Moore et al. (2017) show, that 5 interlocking dimensions form the representation of a person online.
Furthermore, Zide et al. (2014) and also CareerBuilders (2017) survey show that LinkedIn is part of something bigger. Assessing someone through their social and professional networking profiles has become a part of recruitment. Even though Zide et al. (2014) managed to identify certain assets that are necessary for being recognized on LinkedIn, they are not completely confident that an outstanding LinkedIn profile is enough to be successful all the way through an application process. Even the fact that someone seems to become less appealing when they are not presenting themselves online has to be considered nowadays. Somewhat it has become a puzzle, to have all the matching pieces together to perform well not only through a traditional application but also throughout their own social media presence. Overall the literature review is a good starting point for my thesis as I am going to try to combine some of the research. None of the reviewed literature focused on what
comes after the adoption of this normative behaviour to polish an online profile. The question that arises is if it is even possible to perform well outside of this newly adapted institution within LinkedIn.
3. Theoretical Framing

This part of the thesis will discuss the theoretical underlying of the research. I will take a closer look at institutional theory and explain its origin as well as how today’s society is shaped by different institutions. The characterization of different institutions and the link to LinkedIn will be drawn. Last but not least the two-stage model will be introduced. It is going to be an important part of this thesis later on as I am going to use it as an explanatory approach commenting on the outcome of the field study.

Holm’s (2014) article about the institutional context and e-recruitment practices of Danish organizations will lead as an example on how external pressures impact upon recruitment professionals and their practices through the lens of institutional theory (Holm, 2014). Furthermore, I will discuss the origins of institutional theory, the different contemporary approaches, the splitting off of Isomorphism and how this theoretical approach is adaptable to my thesis.

3.1. External pressure

Anna Holm’s (2014) research article on e-recruitment practices in Danish organizations finds a new approach in order to understand external pressure’s impact on recruitment practices. She states that there is an apparent connection between the environment and the chosen recruitment practice, but it is still not immensely discussed or understood (Holm, 2014). Her research shows that in the Danish context, the embracement of e-recruitment practices was mainly forced by the functional and social pressures of the wider society.

Holm (2014) focuses on e-recruitment as the organization of recruitment process and activities, which, by means of technology and human agents, facilitate time and space independent collaboration and interaction in order to identify, attract, and influence competent candidates (Holm, 2012 cited by Holm, 2014, p.434). The different reasons to adopt e-recruitment can be defined as generating a larger applicant pool to select better candidates, a better service to applicants or it can be led back to the urge of maximizing benefits and minimize costs (Holm, 2014). Holm (2014) however points out that the adoption of e-recruitment can also be the result of cognitive decision-making process forced by the environment or external pressure on
organizations. Furthermore, the recruiters adjust their practices in accordance with their knowledge, beliefs, and expectation of the candidates. This leads to certain way of rationalizing and justifying thus suggesting that many factors, especially forces external to organizations play a significant role (Holm, 2014). Holm (2014) sees a linkage between micro and macro forces similar to my following study and tries to explain the underlying process with a neo-institutional perspective. This thesis follows a similar approach, therefore I will now give an overview about the most important ideas of institutional theory and how this will help to understand the outcome of my study and as well Holm’s (2014) study.

3.2. Institutional Theory

The definition of Institutional Theory found in the Encyclopaedia of Social Theory (2004) states that: “Institutional Theory examines the process and mechanisms by which structures, schemes, rules and routines become established as authoritative guidelines for social behaviour” (Ritzer, 2004, p. 408). It asks how systems come into existence, how they diffuse and what role they play in supplying stability and meaning to social behaviour (Ritzer, 2004). For a better understanding of this concept, I am going to enlighten the main constructs and approaches.

3.2.1. Institutions

Institutions are as old as humankind, while organizations are a relatively recent development (Scott, 2008). Scott (2008) defines an institution as follows: “Institutions are comprised of regulative, normative and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life” (Scott, 2008, p. 48). Institutional structures are shaped by regulative, normative and cultural-cognitive elements. Scott (2008) also sees them as the core elements or pillars. I am going to discuss these three pillars more in depth later on. Along with these symbolic systems, institutions inhere of behaviour and action as well as material resources. Action is enabled, supported and also prohibited by symbolic systems consistent of rules, norms and beliefs together with resources needed to fulfil the actions. These can be humans as well as material (Scott, 2008). Scott (2008) points out that institutions are seen as
procurement of stability and endurance, nonetheless institutions undergo change (Scott, 2008).

Social structure forms social actions and relation. Scott (2008) cites the structuration theory by Giddens, that states that social structures are both outcome and medium of social action (Scott, 2008). They give rules to social action, constraining certain practices and empowering others. Social structures are replicated by actors (Scott, 2008). Certain carriers transport institutions, no matter if regulative, normative or cultural-cognitive elements are accentuated. These carriers are sets of mechanisms that can explain how ideas move through space and time. Scott (2008) identifies four different carriers of mechanisms: symbolic systems, relational system carriers, routines as carriers and artifacts as carriers. An organization incorporates a multitude of institutionalized features in form of these carriers. It is evident that carriers are very important whilst considering the ways in which institutions change (Scott, 2008).

**Symbolic Systems**

Different theorists focus on different symbols that regulate behaviour and shape perceptions. Cognitive scholars focus on the importance of common categories, distinctions and typification as shaping perceptions and interpretations. Normative scholars accent shared values and normative expectations that guide behaviour. On the other hand, relative theorists focus on the role played by conventions, rules and laws. Modern information and communication technology transport symbols incorporated in sounds, images and words worldwide.

**Relational System Carriers**

Relational systems represent social positions and roles in networks of people. Immigrants bring new ideas, different forms of behaviour and new relational commitments to societies. Observing organizations, relational systems are coded into structures, enforced as different departments and roles in organizations. An organizational structure establishes codes, norms and rules in order to monitor and sanction behaviour.
Routines as Carriers
Based on tacit knowledge and habits, routines subsist of patterned activities and procedures. Routines are learned in a community, carried by relational systems, and it is difficult to apply routines in new settings with different actors and relationships.

Artifacts as Carriers
Technological devices and programs are recently adapted artifacts. These material objects are seen as crucial in social actions as they exert influence on social processes. Industrial standards for machines, quality and reliability requirements are set by agencies. Symbolic meanings of objects can sometimes nullify their material essence. (Scott, 2008, p. 79-85)

3.2.2. Organizations as Institutions
Scott (2008) states that scholars are not on the same page when it comes to agreeing on which institutional form gave rise to organizations. What they have in common though is a rationalized view of the world. This is manifested by the setting of actions in order to achieve certain purposes and the forming of principles, which guide these actions (Scott, 2008). Three different views on the relationship between institutions and organizations are described by Scott (2008). The first concept is characterised by institutional economists. In their view, institutions set rules and organizations are players in the setting. A second concept is identifying organizations and their structures and procedures as institutions. A third view, mainly encouraged by sociologists, is emphasizing the institutionalized forms of modern organizations. Organizations are seen as cultural, human made practices thus being the core of our society (Scott, 2008).

3.2.3. Pillars of institutions
Already discussed beforehand, the regulative, normative and cultural-cognitive aspects are fundamental for institutions. They are all present in institutions, their importance and influence are viewed differently by different scholars (Scott, 2008).
Scott (2008) cites Hoffman (1997 p. 36) by stating that these pillars form a continuum moving “from the conscious to the unconscious, from the legally enforced to the taken for granted (Scott, 2008, p.50)” thus making up institutions.

The following figure shows the principle dimensions along which assumptions vary. Different theorists emphasize different element over the others. Scott (2008) gives a closer explanation for each pillar.

<table>
<thead>
<tr>
<th>Basis of compliance</th>
<th>Regulative</th>
<th>Normative</th>
<th>Cultural-Cognitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basis of order</td>
<td>Expedience</td>
<td>Social obligation</td>
<td>Taken-for-grantedness, Shared understanding</td>
</tr>
<tr>
<td>Mechanisms</td>
<td>Regulatory rules</td>
<td>Binding expectations</td>
<td>Constitutive schema</td>
</tr>
<tr>
<td>Logic</td>
<td>Coercive</td>
<td>Normative</td>
<td>Mimetic</td>
</tr>
<tr>
<td>Indicators</td>
<td>Instrumentality</td>
<td>Appropriateness</td>
<td>Orthodoxy</td>
</tr>
<tr>
<td></td>
<td>Rules, Laws and Sanctions</td>
<td>Certification, Accreditation</td>
<td>Common beliefs, Shared logics of action, Isomorphism</td>
</tr>
<tr>
<td>Affect</td>
<td>Fear/Guilt, Innocence</td>
<td>Shame/ Honor</td>
<td>Certainty /Confusion</td>
</tr>
<tr>
<td>Basis of legitimacy</td>
<td>Legally sanctioned</td>
<td>Morally governed</td>
<td>Comprehensible, recognizable, culturally supported</td>
</tr>
</tbody>
</table>

Figure 2: Regulative, normative and cultural-cognitive pillars of institutions (Scott, 2008 p. 50-51)

**Regulative**

The regulative pillar, mainly followed by rational-choice theorists, emphasize the regulatory aspect of institutions. The focus lies on what is allowed and what not, putting actions into frameworks, Institutions set up rules thus monitoring the obedience and subsequently reward or punish. Regulative measures range from formalized rules and regulation to informal manipulative behaviour of colleagues. Despite the fact that the concept of regulation seems to emphasize constraints, it also enables actions (Scott, 2008, p. 52-54)
Normative
An institution lead by normative aspects emphasizes values and norms. Norms are the means to be used to attain valued end whereas values describe the preferred and desirable out of which standards of behaviour are defines. Within an institution there are roles, which define the goals and actions desired. Normative aspects incorporate rights and responsibilities, privileges and duties as well as licenses and mandates (Scott, 2008, p.54-56).

Cultural-cognitive
Recognized institutionalist scholars such as DiMaggio, Powell and Scott himself, stress the centrality of cultural-cognitive elements of institutions. Cultural-cognitive aspects are shared beliefs and frames that create meaning and make sense of the outer world. Symbols such as words, signs and gestures are used in daily life to shape the meanings we attribute to objects and activities. Interactions generate meanings. Scott (2008) states that for cultural-cognitive theorists, compliance occurs in many circumstances because other types of behaviour are inconceivable; routines are followed because they are taken for granted as the way we do these things.” (Scott, 2008, p.56-59)

These institutionalists that put emphasize on the importance of the cultural-cognitive part of an institution, take the cognitive dimensions of human existence seriously. Scott (2008) explains that the mediating between the external world of stimuli and the response of the individual organism is a collection of internalized symbolic representation of the world (Scott, 2008). Furthermore, he affirms that his use of the hyphenated label cognitive-cultural recognizes that “internal” interpretative processes are shaped by “external” cultural frameworks (Scott, 2008, p. 56-59). This statement will be important further on, during the discussion on how LinkedIn itself, influences the used LinkedIn profiles.

Within Holm’s (2014) study, organizations start to use e-recruitment because it is seen as a normative process similar to a moral obligation, as a benefit for the organization to not stay behind and to go with the technical progress. Over time though, it developed into a cultural-cognitive process since it has turned
into a belief that an application via LinkedIn is taken-for-granted as a success. This influences LinkedIn users who are looking for a new job to promote themselves on LinkedIn, possibly to a degree where self-presentation is more important than anything else.

3.2.4. Framing

The concept of framing was first introduced by Goffman in 1974. He defined the term as “schemata of interpretation that enable individuals to locate, perceive, identify, and label occurrences in their lives and in the world at large (Goffman, 1974 cited by Snow et al. 1986)”. As I already mentioned earlier on, Goffman cannot be seen as a relevant source for e-recruitment practices as he was conducting his study before the internet was even considered to be used for recruitment. Nevertheless, Scott (2008) builds on his approach as well. As discussed earlier on institutional ideas, beliefs, rules and logics, whether regulative, normative or cultural-cognitive elements of institutions are highlighted, are moved by different kinds of carriers. They are important for the understanding of how institutions evolve and change. Scott (2008) states that carriers are not neutral but influence the message and the ways in which it is received (Scott, 2008, p. 79). For Scott (2008) the mechanism of framing is attributed to the carrier symbolic systems. In general symbols of interests for institutional theorists are rules, values and norms, classifications, representations, frames, schemas, prototypes, and scripts used to guide behaviour. Cognitive theorists highlight the importance of common categories, distinctions and typifications which shape interpretations. Shared values and normative expectations that are responsible for actions and behaviour are of importance for normative theorists. Conventions, rules and laws are stressed by regulative theorists (Scott, 2008, p.79-80). Overall Scott (2008) points out the most important parts of Institutional Theory. The different pillars of institutions are important for my study as it becomes clearer later on, that LinkedIn as an institution, as well as the institutionalized profile, are shifting from a normative process, where standards of behaviour are defined in order to assess specific actions towards a more cultural-cognitive focused institution. Cultural-cognitive stresses the importance of widely shared assumptions and beliefs and the construction of social identities.
as the underpinnings of social order. Thus, potential new employees, who are looking for their job online assume that a LinkedIn profile reinforced through self-promotion, is the best opportunity to be successful.

3.3. Institutionalized Isomorphism

One of the underlying issues why LinkedIn users have the urge to stand out is the fact that the similarity between profiles is already forced by LinkedIn’s frame. The phenomenon that organizations who share the same environment tend to take on similar forms has been highly discussed (Boxenbaum & Jonsson, 2008, Di Maggio & Powell, 1983, Ashworth et al., 2007). It has been stated that it is most likely that organizations take on similar forms as they think it will be the optimal fit for their environment (Boxenbaum, Jonsson, 2008). Not only technical pressure forces organizations to adapt but they also adapt to what they believe society expects of them. As per Boxenbaum and Jonsson (2008) this leads to institutional isomorphism. The central idea of isomorphism is that organizations conform to so called rationalized myths in society about what constitutes a proper organization (Boxenbaum, Jonsson, 2008). Essentially, as the myths become more rationalized more organizations conform to these myths thus becoming more deeply institutionalized. This process leads to institutionalized isomorphism.

Di Maggio and Powell (1983) suggested that institutionalized ideas pressure organizations to adopt similar structures and forms thus they become progressively similar. They weren’t the first to suggest that organization in the same field tend to become similar over time. The ‘iron cage of rationality’ was introduced by Weber who argued that competitive forces in society pressured organizations to similarity in structure and actions (Boxenbaum, Jonsson, 2008). Di Maggio and Powell (1983) revisited Weber’s idea and stated that there are three different kinds of isomorphism.

- Coercive isomorphism: steams from political influence and the problem of legitimacy
- Mimetic isomorphism: resulting from standard responses to uncertainty
- Normative isomorphism: associated with professionalization (Di Maggio, Powell, 1983, p.150-152)
An important point made by Di Maggio and Powell (1983) is that not only organizations are affected by isomorphism. Professions are subject to the same coercive and mimetic pressures as are organizations (…) they exhibit much similarity to their professional counterparts in other organizations (Di Maggio, Powell, 1983, p. 152). Similar to professions, personnel starting off at any stage within a firm and going through a progression, individuals who succeed and make it to the top are virtually indistinguishable (Di Maggio, Powell, 1983). Normative and mimetic isomorphism can influence LinkedIn profiles as well. The urge to present themselves as professional as possible, prompts LinkedIn users to look for successful profiles and any other given clue on how to apply successfully for a job, and use this knowledge to build the best and most appealing profile. New profiles are modelled upon old successful ones thus slimming the diversity within the different profiles.

3.3.1. Diffusion

Boxenbaum and Jonsson (2008) point out that only a minority of empirical studies study isomorphism as an outcome variable. The focus was mainly on the mechanisms through which isomorphism happens, purportedly the three institutional pressures I have already described earlier (Boxenbaum and Jonsson, 2008). One of the main mechanisms is diffusion. Diffusion is the process by which a new idea or new product is accepted by the market. The rate of diffusion is the speed with which the new idea spready from one consumer to the next (Boxenbaum and Jonsson, 2008, p. 78). The early researches such as Di Maggio and Powell (1983) stated that institutional isomorphism supposedly results from processes that stimulate the diffusion of ideas and prescribed structures among organizations within and organizational field (Di Maggio and Powell, 1983 cited by Boxenbaum and Jonsson, 2008, p. 77). Diffusion was introduced as a mechanism forcing institutionalism but later on this misconception was corrected and isomorphism is seen as an outcome of diffusion.

Recent studies focus on so called ‘multiwave diffusion’, meaning that an organization adopts practices that are institutionally related to previously adopted practices (Boxenbaum and Jonsson, 2008). This can be observed as none of the organization stayed with first generation e-recruitment as a mean
of recruitment. It all evolved towards the use of LinkedIn and other recruiting platforms.

3.3.2. Decoupling

Another interesting point for my thesis discussed by Boxenbaum and Jonsson (2008) is called decoupling. Decoupling means that organizations abide only superficially by institutional pressure and adopt new structures without necessarily implementing the related practices (Boxenbaum and Jonsson, 2008, p.80). It can be described as a notion that refers to a conscious disconnect between organizational practice and organizational structure (Meyer and Rowen, 1977 cited by Boxenbaum and Jonsson. 2008). As already discussed, organization always seek to be as efficient and successful as possible. Organizations most likely decouple if they experience strong coercive pressure to implement a new practice but more so if they distrust the actor that asserts pressure on them. Another reason for decoupling is the organizations do not fully believe in the efficacy of the practice in question (Boxenbaum and Jonsson. 2008).

Overall Boxenbaum and Jonsson (2008) give a good inside in how institutionalism works and how it correlates with diffusion and decoupling. Their revelation that organization adopt new organizational structures to enhance their legitimacy, and then decouple these same structures from their practices to maintain technical efficiency in a competitive quest for survival will be something that I am going to reflect on in my discussion as well (Boxenbaum and Jonsson, 2008).

Isomorphism can be seen as the cause that leads to extended self-promotion within LinkedIn. People who are looking for jobs adapt not only to technical pressure but also to what they believe society wants from them. The myth that LinkedIn is one of the most efficient ways to be successful in finding a new job has been rationalized and accepted. The urge to enhance ones LinkedIn profile to stand out is still in the process of being rationalized and fully accepted thus the focus of this thesis is to underline that the advantage of an enhanced LinkedIn profile is present.
3.4. Two-Staged Model

Boxenbaum and Jonsson (2008) as well as Kennedy et al. (2009) try to explain the casual relationship between diffusion and institutionalization (Boxenbaum and Jonsson, 2008). The two-stage model of institutionalization which was brought up by Tolbert and Zucker in 1983 is widely popular when trying to explain the connectivity.

The model itself is actually a fusion of two different models.

- **Rational actor model**: organizational adoption is motivated by a desire for technical or efficiency gains and related boosts to economic performance.
- **Sociological perspective**: emphasizing the social embeddedness of organizations and motivations that stem primarily from a desire to appear legitimate to powerful constituents, peer organizations, or outside stakeholders (Kennedy et al., 2009, p.899-900).

The two-stage model adopts insights from both sets of explanation pointing out that early adopters seek technical gains, but later adopters are mainly focused on the social benefits of appearing legitimate (Kennedy et al., 2009). The two-stage model suggests that diffusion leads to institutionalization.

Boxenbaum and Jonsson (2008) define the two-stage model as follows: The two-stage model of institutionalization, which suggests that a practice is introduced as the result of an efficiency search and then, as it is adopted by others over time, it becomes institutionalized and adoption efficiency ceases to predict further spread (Boxenbaum and Jonsson, 2008, p.92).

However, it is pointed out that only if the innovation is adopted for legitimacy reasons and begins to be taken for granted within the field does it make sense to see it as diffusion leading to institutionalization (Boxenbaum and Jonsson, 2008).

Furthermore, Boxenbaum and Jonsson (2008) state that there are different plausible explanations to the institutionalization stage of the two-stage model. Even though a practice diffuses rather quickly, this does not mean it becomes institutionalized. Increasing numbers of adopters do not prove an institutionalization (Boxenbaum and Jonsson, 2008). Boxenbaum and Jonsson (2008) affirm that it should be shown that adoption is associated with changing norms, collective beliefs or laws, and studies should identify the conditions under which diffusion is causally related to institutionalization (Boxenbaum and Jonsson, 2008, p. 92).
Boxenbaum and Jonsson (2008) deliver a reasonable theoretic approach and do question if there is even room for institutionalized isomorphism in relation to field heterogeneity. They state that the complexity of organisations’ institutional environment contradicts with an isomorphic fit (Boxenbaum and Jonsson, 2008). Herein it needs more theoretical but also empirical research to explore isomorphism within fields like recruitment who tend to become more heterogenic over time and especially industry wide. This point will also be further discussed when evaluating and discussion the field study run for this thesis.

3.5. Conclusion

Holm (2014) gives a great inside view on how organization are forced by pressure from outside to adapt. Her study shows how a combination of micro and macro forces pressurize businesses into adapting. She takes a closer look at e-recruitment methods of Danish organizations and quickly comes to the realization that institutionalization is an acceptable approach to explain why businesses tend to become more heterogenic when it comes to the recruitment practice. Institutional theory in general is widely discussed but only recently scholars such as Boxenbaum and Jonsson (2008) have tried to adapt this framework to recruitment. The theoretical part of this thesis explains what an institution is and the different pillars that come together to build an institution. Institutions are the underlying structure of society and therefore important and relevant at all times. Similar to Holm (2014) who states that e-recruitment or rather the process that comes with it is in transition between an institutionalized process branded by normative aspects towards a cultural-cognitive one, self-promoting profiles on LinkedIn can be seen within the same process. Throughout conducted studies, literature, blogs and secondary literature it is a shared belief that an institutionalized LinkedIn profile who focuses on self-promotion and tries to stand out from the masses of other profiles with similar qualification, will perform better. Like already mentioned before, recognized institutionalist scholars such as DiMaggio, Powell (1983) and Scott (2008) himself, stress the centrality of cultural-cognitive elements of institutions. Scott (2008) for example states that cultural-cognitive institutions are
followed because they are taken for granted as the way things are done (Scott, 2008). Preferably, the field study conducted for this study supports the claim that institutionalized LinkedIn profile that are infused with cultural-cognitive aspects, perform better. Boxenbaum and Jonsson (2008) discuss in their paper how organisations become similar when operating in the same field. Similar to Holm (2014) they state that organizations adopt not only to technical pressure but also to what they believe society expects of them. Organizations confirm to so called 'rationalized myths' (Boxenbaum and Jonsson, 2008). They specifically focus on the approach of isomorphism, decoupling and diffusion but also introduce the two-stage model of institutionalization. To have a LinkedIn profile and possible adapt towards and institutionalized one, can be a result from being under mimetic respectively normative pressure. This pressure stems from horizontally positioned peer organizations or groupings (Boxenbaum and Jonsson, 2008). Employees who are looking for a new job on LinkedIn share the same environment hence they are influenced by the same mimetic pressure. Furthermore, the theoretical paper mentions multiwave diffusion. The definition used to explain this, states that organization or in the case of LinkedIn people tend to adopt practices that are institutionally related to previously adopted practices (Boxenbaum and Jonsson, 2008 p. 78). In relation to my study this can be seen as the next step from a normal LinkedIn profile towards an institutionalized one. More interesting for the outcome of my field study is the two-stage model of institutionalization. It is an approach to explaining the correlation between diffusion and institutionalization. Stating the early adopters seek technical advantage, as later adopters only seek the social benefit of seeming legitimate. Later on, I will discuss the outcome of my field study and I am going to explain how this model can help understand the results. Overall the theoretical part of my thesis explains well what lets a normal process develop into an institution and how the three pillars of institutions differ. It gives a good insight on the different forces that influence an organization and an institution as well as the approach towards an institutionalized profile.
4. Methodology

This chapter will introduce the empirical method that was used to answer the research question. I am going to reintroduce the research question as it is the point of origin for this research. Furthermore, I am going to explain why a field study was the preferred way of examining the empirical context. An explanation on how the two different profiles were built follows and an explanation on how this study will lead to answering the research question will conclude this chapter.

4.1. Empirical research question

The research question was already introduced earlier on, but it is crucial to repeat it once again and bring it into empirical context. The thesis is mainly based on van Dijck’s (2013) research that focuses on self-presentation on LinkedIn. Even though van Dijck’s (2013) research was well-structured and thought out, it was never empirically proven. Therefore, the research question for the empirical examination is as follows:

**With van Dijck’s argument in mind that polishing an online identity has become ‘normative behaviour’, how will a normal LinkedIn profile perform in comparison to a manipulated LinkedIn profile whilst having the same skill set.**

The field study will show which of the profiles will perform better in the Australian job market. The results for both profiles will be analysed from different points of view and will give an inside in the usage of LinkedIn and if self-presentation and self-promotion are a must to be successful.

4.2. Field study

To supply results for the question stated above, a qualitative method of data collection was chosen. The method known as field research or field study aims to observe, interact and understand people while they are in a natural environment. A field study encompasses a diverse range of social research methods including direct observation, limited participation, analysis of documents and other information, and informal interviews. Although field research is generally characterized as qualitative research, it often involves multiple aspects of quantitative research in it.
Field research can be conducted in 5 distinct methods: direct observation, participant observation, ethnography, qualitative interviews and case studies. This field study is a fusion between a direct and participant observation (Denzin, Lincoln, 2011).

- **Direct Observation**
  This method incorporates a data collection via an observational method or subjects in a natural environment. The behaviour or outcome of situation is not interfered in any way by the researcher. The advantage of direct observation is that it offers contextual data on people, situations, interactions and the surroundings. Direct observation is widely used in a public setting or environment.

- **Participant Observation**
  With this method, the researcher is deeply involved in the research process, not just as an observer, but also as a participant. Like the method outlined above, it is also conducted in a natural environment, but the researcher gets involved. (Denzin, Lincoln, 2011)

The field study that is the core of this thesis can be seen as a mixture of these two observation techniques as I had to get involved to a certain degree, starting off with building the LinkedIn profiles, applying to the jobs and also responding to call-backs. This speaks for a participant observation. On the other hand, though, the behaviour or outcome of situation, in this case the response that the profiles got, could not be manipulated or interfered by me. These are signs for a direct observation.

4.3. Creation of the field study

Firstly, I will talk about the process that led to the different outstanding features that the polished profiles should have. Secondly, I will describe the procedure of creating the two profiles and how the jobs that the profiles applied to, were chosen.
4.3.1. Applying within an institution

Before starting to build the two profiles, it was important to find the different features that would make one of the profiles stand out. The following points make the difference between applying within the institution that is a self-promoting profile on LinkedIn and applying outside the institution.

I started off by researching the most successful and well-known organizations in Australia on LinkedIn. LinkedIn published a top ten list of companies to work for in Australia in 2018. International professional services, firms, and banks dominate the list of the most desired employer. The list included the following companies: PwC Australia, Commonwealth Bank, Deloitte Australia, KPMG Australia, Westpac Group, CIMIC Group, Macquarie Group, Lendlease, National Australia Bank and EY (LinkedIn, 2018). The next step was to look at their LinkedIn profiles, as many of these highly successful companies provide potential new employees with helpful tips on what they are looking for in an application either on LinkedIn or on their website. Another helpful source of information was blogs or LinkedIn itself as they are aware of the fact that standing out on LinkedIn has become a task on its own. After analysing these different sources of information, six points stood out across all analysed companies and other sources.

1. Complete your profile
   A simple task that is encouraged by LinkedIn’s frame as well, but somehow it was mentioned by nearly every company. A LinkedIn profile is seen as an online CV as it is the first thing recruiters, potential employers and potential business prospects will analyse. In order to achieve a good first impression, the profile has to look complete. This includes a profile picture, location and current position, a minimum of three skills and educational information.

2. Profile picture
   The profile picture is the first thing a recruiter will see. Not only is it important to have one, but also that it is professional. LinkedIn itself states on its talent blog that the profile picture is one of the most important elements of one’s LinkedIn presence. Their research shows that just
having a picture makes the profile 14 times more likely to be viewed. Furthermore, they state that the picture should be up to date and reflect how someone looks on a daily basis. The right expression as well as one’s clothes, facial expression and background of the picture are further contributors to an appealing profile picture (LinkedIn, 2019).

3. **Choose a unique URL**
LinkedIn assigns a default URL to every new profile, which consists of numbers. Even though applying via LinkedIn means that recruiters get a direct link to the profile, creating an SEO-friendly URL ensures more success. It can be seen as part of creating an own brand, as every famous brand has their own website with their designated name and not a combination of random numbers. Creating an URL such as au.linked.com/in/FirstNameLastName increases profile visibility as well, which is a bonus for proactive approaches.

4. **Be precise and organized**
When creating a new LinkedIn profile, the platform gives certain hints towards what is really important to complete and even provides a progress bar that shows how complete a profile is. However, listing the education and previous work experience is only the first step. More information should be added on to each experience or educational milestone. This shows what kind of experience was gathered and skills that were acquired during the education or work experience. It should be added on in an organized way, preferably in bullet points or within a short descriptive text.

5. **Use the headline and introduction section**
Adding on to the first impression is the headline. It is one of the first things that recruiters see when they visit a profile. The proposed content from LinkedIn is either the current or previous position or the highest acquired university degree.

6. **Introduce yourself**
LinkedIn provides a feature for an introduction. This should be used to highlight one’s inspirations and aspirations. It adds to a good first impression and is seldomly used properly as some of the organizations highlight this section multiple times when asked what they were looking for in a profile.
These six points were taken into consideration when building the polished profile. The first profile was created before conducting the extensive research on what makes a profile outstanding on LinkedIn thus it can be seen as a standard profile.

4.3.2. Establishing veridical profiles

The focus lies on establishing that an institutionalized, self-promoting profile performs better than a normal one on LinkedIn. Therefore, any other cause that would lead to a dismissal of the profile has to be eradicated. Consequently, the background of the two profiles has to be legitimate. To ensure that the information given looks like a real person growing up and working in Australia, the basis of the profiles is the CV of a recent graduate from the University of Sydney, who was born and raised in Australia. The two profiles have matching skills and abilities, just the way the profile is presented on LinkedIn varies.

Considering that she is of Chinese descent and Australia has a rather large portion of Asian descent residents, the profile pictures of two women with Filipino heritage was chosen (Abs.gov.au, 2019). To further ensure that none of the background information is suspicious or leads to a disqualification, two of the most common last names and first names were chosen. The polished profile was built with the name Samantha Nguyen, Samantha being one of the most common names in Australia and Nguyen the most common Vietnamese last name. The name for the second profile is Brittany Young, again two very common names within Australia (Abs.gov.au, 2019). The date of birth was chosen randomly. As an email address has to be used to register for LinkedIn a neutral domain was chosen. ‘Outlook.com’ is a neutral domain as it is a Windows product and a globally recognizable brand without any restriction on who can use this kind of domain.

The profile pictures were randomly allocated to each profile. As both people pictured are women and are of Filipino descent any sort of racial, ethnic or gender discrimination can thus be disregarded. To ensure that the profiles do differ, differences are visible but also to ensure that there are no unintentional
biases, pretests were conducted. After successfully establishing that the profiles are manipulated in the right way they were uploaded onto LinkedIn.

Figure 3: normal profile (LinkedIn, own source, 2019)
About
Recently graduated from University of Sydney with a Bachelors degree in Economics and Germanic Studies. Eager to apply my acquired knowledge in a new job and continuously broaden my horizon.

Experience
Intern
Munich Re (Group)
Apr 2016 - Sep 2016 · 6 mos
Munich Area, Germany
- Organisation of corporate events, seminars and training programs
- Support and interaction with international clients and seminar attendees
- German-English translation of internal publications
- Committed for precise data maintenance in SAP and TCManager (training logistics tool)

English and Mathematic Tutor
NumberWorks/Word
Feb 2014 - Aug 2015 · 1 yr 7 mos
Leichhardt, NSW
- Helping primary and high school students achieve their academic best
- Assessing school students on Mathematics and English abilities
- Frontline interaction with age ranges from Kindergarten to parents
- Complimented by Management for my ability to relate to clients... See more

Education
University of Sydney
Bachelor of Arts - BA, Economics and Germanic Studies
2014 - 2018
Activities and Societies: • Events Officer of the Sydney University German Klub • Sydney University Economics & Econometrics Society and German Klub • Volunteer at the University of Sydney Union • Student Mentor Arts Network Mentoring Program

The University of Freiburg
Global Exchange Program
2016 – 2016
Activities and Societies: A university exchange program involving continued study of my majors with German as the language of instruction. Specialisations: International Financial Markets, German-English Translation; Weighted Average Mark: 2.22 (Distinction)

Fort Street High School
Higher School Certificate
2008 – 2013
ATAR: 88.40

Wolfgang-Ernst-Gymnasium Büdingen
Student Exchange Program
2011 – 2012

Show fewer education ↩
Volunteer Experience

- **Union Organizer**
  University of Sydney
  Jan 2017 – Dec 2018 • 2 yrs
  Education
  
- **Student Mentor**
  The V Spot University of Sydney
  Jan 2016 – Aug 2014 • 6 mos
  Education
  • Assisting in the arrival and integration of international students by leading Sydney day trips and campus tours
  • Promotion and on-site support during University Orientation Week
  • Recipient of the Bronze V-Team Certificate

- **Sponsor and dog walker**
  Tierschutzverein Freiburg e.V.
  Sep 2015 – Mar 2016 • 7 mos
  Animal Welfare

Skills & Endorsements

- Research
- Data Analysis
- **C1 Certificate in German according to CEFR**

Tools & Technologies

- **Microsoft Office**
- **Microsoft Word**
- **Microsoft Outlook**
- **EViews**
- **Microsoft Excel**
- **Microsoft PowerPoint**
- **Stata**
- **SAP**

Interpersonal Skills

- **good communication skills**

Other Skills

- Typing speed at around 120 wor...
- **strong work ethic**
- **OneNote**

Accomplishments

4 Languages
- English • German • Mandarin • Tagalog

Figure 4: polished, institutionalized profile (LinkedIn, own source, 2019)
4.4. Running of field study

Before applying to jobs, further decisions had to be made to ensure that the study will have a significant outcome.

4.4.1. Jobs

The skills acquired by the two profiles are important, because they are a certain guideline on what kind of jobs the profiles can apply to. The person whose CV was used to build the LinkedIn profiles furthermore elaborated on what kind of jobs she applied to and received a positive feedback. Successful applications were sent out to following jobs:

- Economist
- Consultant
- Grad programs looking for students with an economics degree
- Accounting
- Policy analyst
- Treasury as well as jobs with the Reserve Bank of Australia
- New business specialist
- Distribution/ acquisition strategist

Thus, the focus was on similar jobs, as well as jobs in insurance companies as both profiles feature an internship within an insurance company. The level of experience had to be included as well. Most of the jobs were either marked as entry level jobs or internships.

The few exceptions were either associate level or mid-senior level but explicitly indicated that either recently graduated were accepted or no specific knowledge was required for the job.
4.4.2. Area

The study focuses on the Australian job market. This means that there were no restrictions when it came to applications within Australia. However, the main focus was on New South Wales somewhat unintentionally as NSW is the most populated state and Sydney the biggest city of Australia, hence offering the best economy and most of the job offerings. Even when searching for jobs and specifically looking for other cities such as Perth, Cairns or other lesser-known parts of Australia, no jobs would be found.

4.4.3. Way of applying

LinkedIn offers two alternatives when applying to a job announcement. The announcements are either accompanied with an ‘Apply’ Button or an ‘Easy Apply’ Button.

![Apply Button](image1)

![Easy Apply Button](image2)

Figure 5: Application variations on LinkedIn, LinkedIn 2019

The jobs that are equipped with an ‘Apply’ button are linked to an external recruitment website, most commonly the website of the company who is looking for a new employee. Applying via a recruitment website puts the LinkedIn profile out of the spotlight thus only job announcements with an ‘Easy Apply’ button can be used for this study. An automatically created PDF of the LinkedIn profile together with the link to the applying profile will be distributed to the company behind the applied to announcement. With this way of applying the focus lies on the LinkedIn profile as it is the only information the recruiter gets.
4.4.4. Collection of data

Considering all the points above, the application phase commenced. The first jobs had to be found by actively looking for them with the help of the search feature on LinkedIn. After the first successful applications LinkedIn automatically saved the search history. New jobs that were similar to the already applied ones, or jobs that had requirements that matched the profile were shown when choosing the feature ‘jobs’. Adding on to the passive, automatically suggested jobs, an active search for jobs all across Australia was kept up until the end.

Both profiles applied nearly at the same time for the same jobs. A difference in the timing of applications can possibly lead to another outcome, considering a later application could mean that the job would not be vacant anymore.

For each application the date of application, job title, level of job, company that is hiring, the size of the company, the location of the company, time of posting, feedback to application and within what time range as well as the job advertisement itself was collected. The job advertisements along with the table of collected data can be found in the appendix.
5. Findings

The following chapter covers the findings of the field study observing the outcome of application processes using a normal LinkedIn profile and an institutionalized one. As mentioned above, the goal of this field study was to prove van Dijck’s (2013) argument, that polishing a LinkedIn profile and thus applying within the institution has become ‘normative behaviour’. Therefore, a normal LinkedIn profile should not be as successful as an institutionalized profile.

Firstly, the outcome of the normal profile, in the chapter above introduced as Brittany Young, will be discussed. Following this, the performance of the second profile, Samantha Nguyen, will be observed and a comparison of both profiles accompanied by general remarks will complete this section.

5.1. Brittany Young

The profile of Brittany Young was set up to be the normal profile. It has the field same skill set as Samantha Nguyen’s profile but was set up to fulfil the basic needs for a LinkedIn profile to appear complete. No extra information to the skill was added. Therefore, only the skills were pivotal.

5.1.1. Positive response

Three applications received a positive response. The application for 'Graduate Accountant' was the first application that received a positive feedback. The announcement was posted on LinkedIn via the recruitment organization 'ALRA' based in Sydney, NSW. At the time of the application, the announcement was already online for 2 weeks. The positive response was sent out 3 days later, asking for an up-to-date CV and an academic transcript. Furthermore, the application for 'Inside Sales- Graduate' posted by 'Software One' was answered with an email asking for more information. 'Software One' provides consultative services on technology trends, software licensing and procurement, and compliance mitigation strategies for software publisher audits (Software One on LinkedIn, 2019). The company, with their headquarters based in Switzerland, was looking for a new employee for their
subsidiary in Sydney, NSW. The response came within 24 hours after applying for the job.

The third positive response came from the 'Mountbatten Institute'. The job in question was a 'Finance and Banking Traineeship' based in Sydney, NSW. This position was set up as an international Internship with stays in New York and London. Within 3 days the HR representative responsible of the 'Mountbatten Institute' sent further information on how to proceed with the application.

5.1.2. Negative response

Overall Brittany Young’s profile received four rejections. The first negative answer was a follow up to the application for a 'Graduate Accountant' position, which was an entry level position, posted by 'Cox Purtell Staffing Services'. Their headquarters is based in Chatswood, Sydney, NSW though as they are a recruiting organization, the real employer is not accessible. The rejection was sent out within 3 days. There was no real explanation given as to why the profile was not proceeding to the next round.

The second negative answer was the response to the application for Finance Accountant, another entry level position which was also posted by a recruiting firm. 'Hays Recruitment' is based in Canberra and is an international company with over 5000 employees. The application was rejected within a day.

The next rejection was sent out for an application as 'Finance Assistant' an entry level job as well at 'Gemba'. This job was posted by the actual organization that is looking for a new employee. The job would have been based in South Bank, Victoria.

The last rejection was delivered for the last job which was used in this field study. The position would have been an Assistant Client Executive, an entry level job at Honan Insurance Group. The Honan Insurance Group is based in Melbourne, Victoria and has approximately 51-200 employees. The rejection was sent out a week after applying via a LinkedIn message. No further details were included to why the profile was not suitable for the job and would not proceed to the next step of the application process.
5.1.3. Viewed applications

LinkedIn notifies the user when an application was viewed. Most of the responses that Brittany received for her applications were the 'viewed application' LinkedIn notification. Seventeen applications were not answered but seen by the organisation that posted the announcement. Out of seventeen announcements that were viewed but not further pursued, seven of them were posted by recruitment agencies including 'ALRA', 'Talent', 'Pulse Recruitment', 'Eight Recruitment' and 'Hays' again. One of the jobs posted by 'Pulse Recruitment', based on the fact that it was posted by their bureau in Melbourne, VIC, should have been based in the Melbourne area. Another job was posted by Hays’ subsidiary in Canberra, hence the job would be in that area. All other jobs, based on the location of posting, were located in NSW.

The other ten applications that were viewed but did not receive any further attention, were posted by non-recruitment firms. The majority of these companies are based in NSW and the rest in Victoria. The companies in question are 'PTW', 'Ferrero', 'DEM Asia Group', 'RedFig Technology Group', 'Help.Capital', 'East Partnership', 'Clarke&Hummel', 'Energizer Holdings', 'A.P. Moller Maersk' and 'AP Taxation Services'. The timespan between the posting of these job announcements and the actual application was between 5 min and 4 weeks.

5.1.4. Automatic response email

Seven applications were answered by automatic response emails. The first application that was sent out from Brittany’s account was answered by an automatic response email. The job in question 'Systems Accountant ANZ' was posted by 'Study Group' and categorized as an entry level job. 'Study Group' is a global company that prepares international students for university degree programs, teaches high school education, and teaches English language courses (Study Group on LinkedIn, 2019). The job ad was posted 3 hours before Brittany applied for the job and the automatic response email was sent
out right away after the application was received. They were looking for someone at their Australasian headquarters in Sydney, NSW.
The second automatic response email was the answer to an application sent out for an internship position posted by 'Platinum Accounting'. The internship in question was categorized as 'CPA Firm Accounting Internship for Students, Graduates and Migrants and categorized as an internship. 'Platinum Accounting' is based in Surry Hills, NSW which is part of Sydney's suburban area. As they are a company providing recruitment and human resource services it is not clearly identifiable who is offering the job. The email was sent out automatically immediately after receiving the application.

All five applications that were sent out as a response to a 'Hays recruitment' announcement received an automatic response email. The jobs in questions were 'Assistant Accountant', 'Financial Accountant', 'Assistant Accountant', 'Junior Accountant' and 'Junior Business Analyst'. Two jobs were categorized as mid-senior level whereas the others were branded as an entry level job. 'Hays recruitment' is an organization that provides recruitment and human resource services therefore it is not identifiable which company stands behind the announcements. The jobs, in the same order as mentioned above, would have been based in Sydney CBD, Canberra, Melbourne, Canberra and Perth. In addition to the automatic response email, two applications received another response as well.

5.1.5. Proactive approach

Brittany Young, the normal profile, received a message from Amazon, Germany. They were looking for new employees and stated that they were impressed by her degree from a top university in Australia (for the exact message, see appendix 9.1.). Generally, it was an introduction to the company that was looking for new employees and what kind of people they were looking for. The recruitment responsible stated additionally that Amazon was interested in hiring Brittany Young and that the profile should send their CV and academic transcript hence applying for a job. To the message sent out, politely rejecting their offer, no further comment was received.
5.1.6. No feedback

LinkedIn sends out automatic notifications if the employer has viewed an application. With Brittany’s profile nearly half of the applications did not receive such notifications hence the application was not even viewed. 8 applications that did not receive an answer at all were even sent out to a recruitment firm, meaning that they had potentially one responsible person just for this job. The other thirteen unanswered applications were amongst others sent out to organisations such as ‘Genesis Care’, ‘CDK Taxation Services’ and ‘Funtastic Limited’. None of the job advertisements where the applications were unanswered had a specific instruction asking for an application outside of LinkedIn meaning that they encouraged people to apply via LinkedIn but would not use LinkedIn to look for potential new employees.

5.1.7. Viewings

LinkedIn lets the user know who and how many people viewed their profile. Brittany’s profile was viewed 14 times within the last 90 days meaning since the beginning of the field study. Three of the 14 viewers had the job title recruiter mentioned in their profile. The other viewers were from other companies with two of them not being from companies that Brittany had applied to. Not all viewers were visible as LinkedIn encourages the profile owner to add more information or in this case to upgrade to LinkedIn Pro to receive all the information about the different viewers.
5.2. Samantha Nguyen

Samantha Nguyen’s profile was built to be the institutionalized, self-promoting profile. The skills stayed the same as for Brittany Young’s profile however the profile’s structure and substance is enhanced.

5.2.1. Positive response

The profile received two positive responses. The first positive feedback was sent out as an answer to the application for ‘Graduate Accountant’. The job was categorized as an entry-level job and posted by the recruiting company ‘Cox Purtell Staffing Services’ based in Chatswood, Sydney, NSW. Since the job was posted by a recruiting company it cannot be determined where the job exactly is and who the employer would be. However, as the job was posted by a recruiting company in Sydney the job will most likely be in the Sydney area. The first email asked for further details and a call back for an interview. The job was posted three days ago when Samantha’s profile applied. The answer came within 6 days.

The second positive reply came from the 'Mountbatten Institute'. The job in question was a 'Finance and Banking Traineeship' based in Sydney, NSW. This position was set up as an international Internship with stays in New York and London. Within three days the HR responsible of the 'Mountbatten Institute' sent further information on how to proceed with the application.

5.2.2. Negative response

The first rejection was sent out as an answer to the application as 'Financial Accountant'. The job was posted by 'Hays recruitment' respectively their subsidiary in Canberra. The job announcement was already online for a week when applying for the job and was categorized as an entry-level job. The first response was an automatic response email followed up by the rejection within three days. No further comment was made to why Samantha was not a suitable candidate for the job.

The second negative feedback was the response to the application for a 'Finance Assistant' position at Gemba. Gemba claims to be a leading authority
in the ever-changing world of sport and entertainment. Offering specialized services across insights, strategy and communication they are branded a marketing and communication company on LinkedIn (Gemba on LinkedIn, 2019). The job in question is based in South Bank, Victoria which belongs to suburban Melbourne. When applying, the job was already online for a week and the rejection followed within thirteen days. The rejection was sent directly via LinkedIn. It was very polite and stating that they had other candidates who matched the needed skills more closely then Samantha’s. The last rejection was the answer to the very last job application within the field study. The Honan Insurance Group as well as Gemba, based in Melbourne, VIC was looking for an ‘Assistant Client Executive’. The job was categorized as an entry-level job and posted two weeks ago when Samantha applied for the job. The Honan Insurance Group is an Australian business specialized in personal insurance, corporate insurance and aviation insurance (Honan Insurance Group on LinkedIn, 2019). The negative reply was sent as a LinkedIn message stating that they will not proceed with the application at this stage. The message was delivered twenty days after applying for the job.

5.2.3. Viewed Applications

Seventeen out of fifty applications that were sent out from this profile as part of the field study were viewed but not further acknowledged. Ten of the applications that were seen but not further pursued were posted by non-recruitment companies. The majority of these companies are based in NSW, with the rest in Victoria. The companies in question are ‘PTW’, ‘Ferrero’, ‘DEM Asia Group’, ‘RedFig Technology Group’, ‘East Partnership’, ‘Software One’, ‘Clarke& Hummel’, ‘Energizer Holdings’, ‘A.P. Moller Maersk’ and ‘AP Taxation Services’. The job postings had been online between two hours and three weeks at the time of applying. The other ten applications that only received the 'viewed application' notification on LinkedIn were posted by recruitment companies. ' Eight recruitment Pty Ltd', 'Pulse Recruitment', 'Talent', and 'ALRA' twice were the recruitment companies that did acknowledge the application but did not engage any further. All of the recruitment companies mentioned earlier on are
based in NSW except 'Pulse Recruitment' who posted their job announcement from their subsidiary in Melbourne, VIC. As it is not possible to evaluate which company offers the actual job it leads to the expectation that the other job offerings are for the Sydney area or at least based in NSW.

5.2.4. Automatic Response Email

Automatic Response Emails were sent out as an answer to seven applications.

The first automatic response email was produced by 'Study Group' as their answer to the application for a 'Systems Accountant ANZ' position. The job was categorized as an entry-level job and posted two hours prior to the application. The automatic response email was sent straight away after the application was submitted. No further message or reaction was received towards this application.

'Platinum Accounting' was the next company that sent out an automatic response email as sole answer to Samantha’s application. The job in question was categorized as an internship titled 'CPA Firm Accounting for Students, Graduates and Immigrants'. The company is based in Surry Hills, NSW which belongs to the suburban area of Sydney, NSW. The job announcement was posted three months ago at the time of applying.

The other five automatic response emails where all sent out by 'Hays Recruitment'. The jobs that Samantha’s profile applied to were 'Assistant Accountant', 'Financial Accountant', 'Assistant Accountant', 'Junior Accountant' and 'Junior Business Analyst'. The first job’s location is most likely in the Sydney area as it was posted by their headquarters in Sydney, NSW. The second job was posted by their subsidiary in Canberra and received a follow up rejection later on in the application process. The 'Assistant Accountant' and 'Junior Accountant' positions were categorized as mid-senior level jobs and were posted by Hays’ subsidiary in Melbourne, Vic and Canberra. All other jobs mentioned above were categorized as entry-level jobs. The last position that received an automatic response email was posted by their subsidiary in Perth, WA. The location of posting can be seen as a hint to where the actual job will be as a recruitment company finds potential new employee for a company that hires them.
5.2.5. Proactive Approach

Samantha’s profile has not received any job offers without applying to them. The only offers received directly via LinkedIn were an invitation for a Master Class at IE University in Sydney and an invitation to the fourth annual Women in Insurance Summit.

5.2.6. No Feedback

LinkedIn inform the user if an application made via LinkedIn is seen by the company that is looking for a new employee. Nearly half of the applications sent out from Samantha’s profile did not receive such a message. Even though these companies did post on LinkedIn looking for a new employee they did not acknowledge the applications coming in via LinkedIn. Seven of the applications that did not receive any feedback at all were posted by recruitment companies. The companies in question were ‘Fuse Recruitment’ in Brisbane, QLD, ‘Public Sector People’ and ‘Cetus Recruitment Group’ in Melbourne, VIC as well as ‘GOW Recruitment' and 'Pulse Recruitment' in Victoria.

The other fourteen applications were sent out to companies such as 'Mawsons', 'Funtastic Limited', 'MetLife Australia' or 'IRI'. No instruction was added to the profiles in question, asking for a separate application or stating that an application via LinkedIn would not be considered.

5.2.7. Viewings

In addition to allowing people to look for jobs or companies to look for potential new employees, LinkedIn offers the profile owner to see how many LinkedIn users have visited their profile. It serves as feedback as to how efficiently the profile was created and how appealing it is. Samantha’s profile has a total of fifteen views since the first day of the field study. Four of them indicated on their profile that they are working as recruiters which shows up separately when looking at the viewings. Even though the profile is set up to the best of my researched knowledge, LinkedIn still wants the profile owner to reveal more and connect with more people to receive further information about who is looking at Samantha’s profile.
5.3. Comparison of both profiles

Samantha’s profile was set up based on van Dijck’s (2013) hypothesis that nowadays self-promoting, institutionalized profiles perform better than a normal profile which is represented by Brittany’s profile. This part compares the outcome for both profiles and how they performed on LinkedIn.

5.3.1. Positive Feedback

Overall the percentage of positive feedback within the field study was rather low. Only 5 applications overall received a positive feedback. Considering van Dijck’s hypothesis Samantha’s profile should be the more successful profile. Analysing the outcome of the study Brittany received three positive feedbacks and Samantha two, thus making Brittany’s profile more successful.

One of the positive feedbacks that both profiles received was for the 'Finance and Banking Traineeship' posted by the Mountbatten Institute based in Sydney, NSW. The job advert was posted 24 hours before both profiles applied within eight minutes of each other. Brittany’s profile received another positive reply for the position of 'Graduate Accountant' posted by the recruiting company 'ALRA'. The application sent out from Samantha’s profile for this position was viewed and not further pursued. The position was posted on LinkedIn two weeks before the two profiles applied with Brittany’s profile being the one applying seven minutes before Samantha’s profile. The successful profile applied before the unsuccessful one thus meaning that there is a probability that the recruiter overlooked the second application because of the close timing of the application. The third positive feedback for Brittany’s profile was received from 'Software One'. The company was looking for an 'Insides Sales Graduate' based in Sydney, NSW. The job advertisement was posted eleven hours before both profiles applied within 10 minutes of each other. The application sent out from Samantha’s profile was again only viewed but not acted upon. For this application Samantha’s profile applied before Brittany’s profile thus the timing of the applications can be ruled out as an indicator to why an application is more successful than the other within this field study. Samantha’s profile received a second positive feedback as well. 'Cox Purcell
Staffing Services' were looking on LinkedIn for a 'Graduate Accountant'. An application was sent out from Brittany's profile 5 minutes prior to Samantha’s. The first application was declined with a standard email that Brittany’s skills would not match the job. Samantha’s application was successful thus receiving an email asking for an interview. Even when rejecting the opportunity, Samantha was still asked to stay in touch if a job was ever needed. With this application at least both profiles received an answer whereas with the two prior positive answers for the normal profile, the polished one was completely ignored. Only considering the positive feedback received, the normal profile ends up being more successful than the polished one.

5.3.2. Negative feedback

Seven out of 100 applications were rejected within the application process. Four applications sent from Brittany’s profile were rejected whereas Samantha’s applications were met three times with a rejection. As stated earlier on, 'Cox Purtell Staffing Services' were not interested in inviting Brittany to a job interview as her qualifications did not match the needs for the job in question. In comparison, Samantha's profile received an invitation and received a disappointed acknowledgment when turning down an interview.

The other six rejections were received from both profiles for the same jobs. The first one was for a 'Financial Accountant' position posted on LinkedIn by 'Hays recruitment'. The job was categorized as an entry-level job and would have been based in the Canberra region as Hays subsidiary in Canberra posted the job in question. The job was online for a week at the time of the applications. The negative feedback came within a day for both profiles. The next rejection was received by both profiles for the application as 'Finance Assistant'. The job was posted by the company 'Gemba' based in South Bank, Victoria. The job advertisement was only for a week as well when both profiles applied. The rejection was sent out after nearly two weeks simply stating that they will not proceed with the application. While the first two rejections were sent via email, this rejection was sent directly via a LinkedIn message.
The last rejection was the response to the application for an 'Assistant Client Executive' position at the 'Honan Insurance Group'. The job was categorized as an entry-level job and based in Melbourne, Victoria. Both profiles applied within minutes of each other and received their rejection twenty days later within a couple of minutes. Both rejections were worded identically stating that they will not be proceeding with the application but appreciate the interest. Overall, there is a consistency with receiving rejections for the same applications. As the profiles have the same skills it makes sense for both of them to be rejected for a job on a skill-level analysis. The first rejection received by Brittany’s profile can be seen as an example for subjectivity when choosing potential new employees or the successful self-promoting that was practiced with Samantha’s profile.

5.3.3. Viewed applications

Both profiles received the same amount of 'viewed application' notifications as a reply to their applications. This category includes the job applications that received only the 'viewed application' notification on LinkedIn without being further acknowledged. Overall 34 percent of the applications received this answer. Both profiles had the same reply for fourteen applications. Four of these applications were sent out to recruitment companies including 'Pulse Recruitment', 'Talent' twice and 'ALRA'. All of the jobs except the one posted by 'Pulse Recruitment' were based in the Sydney area. 'Pulse Recruitment' was looking for someone in the Melbourne, VIC area. The other applications were sent out to non-recruitment companies including 'PTW', 'Ferrero', 'DEM Asia Group', 'RedFig Technology Group', 'East Partnership', 'Clarke&Humel', 'Energizer Holdings', 'A.P. Moller Maersk' and 'AP Taxation Service'. The majority of the jobs were based in Sydney and its suburbs, the others were mainly based in Melbourne, VIC. The companies viewed the application between 24 hours and two weeks after the application was sent out from both profiles. The first job that received different feedback was posted by 'Help.Capital' based in Sydney, NSW. They were looking for an 'Analyst' and the job was
categorized as an associate position though the job advertisement stated that no specific knowledge is demanded to be a suitable candidate for this job. The application sent out via Brittany’s profile was viewed on LinkedIn, but the profile was not contacted for any further comment or interaction. The application sent out from Samantha’s profile was rejected. The company sent out an email stating that they would not proceed with the application. The applications for a ‘Graduate Accountant’ position posted by 'ALRA', a recruitment company based in Newcastle, NSW, received different feedbacks. The application that was sent out from the institutionalized, self-promoting profile was viewed on LinkedIn, but Samantha did not receive any further feedback. The application sent out from Brittany’s profile though was viewed and received an email after a week asking for a recent CV and an academic transcript. Brittany applied seven minutes before Samantha thus leading to the assumption that the second application was solely dismissed because of the close timing to the first application.

The last applications to receive different feedback were the ones for a ‘Junior Accountant’ position posted by Hays recruitment. The response to the application sent out from Samantha’s profile was an automatic response email whereas Brittany did not receive such an email. Her profile received a notification stating that her application was viewed. Open positions posted by ‘Hays recruitment’ were used several times within the ‘field study’. The other applications all received an automatic response email stating that the application has been successfully submitted and if the application is appealing to the recruiter they will be in contact with the potential new employee. For this job an email confirmation from LinkedIn was received for both profiles that the process of application was successfully initiated. However, ‘Hays Recruitment' did not sent out an automatic reply email. As all the other applications sent out to 'Hays Recruitment' received one the assumption can be made that it was an error in their server leading to the non-receiving of such an email.
5.3.4. No Feedback

For both profiles the most likely outcome of an application was to receive no feedback at all. Even though all job advertisements were found on LinkedIn, were still active and asking to apply via LinkedIn, forty-two out of one hundred applications were met with no reply whatsoever. Recruitment companies posted 14 of these forty-two applications, leaving twenty-eight applications to non-recruitment companies where the HR department was using LinkedIn to look for a new employee. The conclusion drawn out of this will be discussed in detail in the following discussion.

5.3.5. Proactive Approach

A proactive approach in this field study has been defined as a message received either via LinkedIn or email without an initiated contact from one of the two profiles. Samantha Nguyen’s profile was created to be a self-promoting, institutionalized profile and according to van Dijck’s (2013) hypothesis this should lead to a more successful application process, especially when using a platform such as LinkedIn. Contradictory to this assumption, the only proactive approach within a timespan of 2.5 months was received by Brittany’s profile. Her profile was contacted by a recruitment executive of Amazon who stated that essentially her degree from a respectable university, in this case the University of Sydney, would make her a perfect candidate for a job at this global company. The recruiter would have seen Brittany as a reasonable candidate for a job in Germany, as she already has an internship experience in a German-speaking country. Brittany was asked to contact the recruiter if she was interested in receiving more information. Samantha’s profile never received an offer to submit her CV or initiate contact with a recruiter neither via LinkedIn nor Facebook. Both profiles received invitations to masterclasses and insurance summits in their respective residential area and based on the jobs they were applying to.
5.3.6. Viewings

Contrary to the proactive approach more viewings were counted for Samantha’s profile. Samantha’s profile was viewed fifteen times within the running time of the field study. This means that outside of the viewings that were initiated by an application, these LinkedIn users were looking at Samantha’s profile. Four LinkedIn users indicating on their profile that they work as a recruiter scanned Samantha’s profile assumingly looking to fill an open position.

Brittany’s profile in comparison was visited by fourteen LinkedIn users, three of them being recruiters. Even though Brittany’s profile was visited less, she received an offering to apply for a job without initiating any contact. Both profiles have received nearly the same amount of attention. With only one viewer difference in general and one recruiter scouting less for Brittany it seems that Samantha’s profile is more appealing and most likely more interesting to look at than Brittany’s profile.

Assuming that the views are linked to the proactive approach, Brittany’s profile was viewed less but still received the offer to send in her CV to be considered for a job opening.
5.4. General remarks

After looking at both profiles and the outcome of their applications I will conclude this chapter with some general remarks about the outcome and what stood out within the field study.

5.4.1. Jobs

50 jobs were used for this field study. As discussed earlier on, the considered jobs were economist, consultant, graduate programs for economics, students, accountant, policy analyst, treasury or jobs with the central bank, new business specialist and distribution/acquisition strategist. With restrictions such as applying directly via LinkedIn and the need for an entry level job 50 jobs were selected.

![Jobs](Source: own display)

The term 'Finance' includes jobs such as accountant including systems accountant, assistant accountant, graduate accountant, junior accountant but also jobs such as finance assistant and accountant assistant. Most of the jobs that were used within the study were finance jobs with 35 out of 50, or 68 percent. Several graduate programs were applied to as well as analytical positions and administrative jobs. All jobs were on a full-time basis except one junior accountant position, where the company was looking for someone who would work 20 to 25 hours per week.
5.4.2. Location

Even though the field study focused on Australia in general, most of the job offers were located in NSW. 56%, or 28 out of 50 jobs were based in NSW. This is more than half of the job offers found and suitable for the two profiles, within a timeframe of 2 months.

![Job location](image)

**Figure 7: Job offer locations (source: own display)**

Within NSW, most of the jobs are located in Sydney in the Central Business District which lies in the centre of Sydney. The other jobs located in NSW are based mainly in the suburban areas of Sydney. This can be traced back to Sydney being the biggest city of Australia with 5.73 million people (population.net.au, 2019) hence offering the biggest economy thus the most job offerings. Solely one job is based nearly two hours away from Sydney, in Newcastle. The second most job offerings could be found in Victoria. 80 percent of the jobs that were located in Victoria are based in Melbourne, the capital of Victoria and Australia’s second biggest city. The other 20% of jobs that were based in Victoria are again within a two hour range from Melbourne. The rest of the jobs were based in Canberra, Queensland, South Australia and Western Australia. This represents the economic centres of Australia especially mirroring that most big companies have their headquarters in
Sydney or Melbourne hence producing more jobs, thus forcing people to move to the cities or their suburbs to be able to find a job.

5.4.3. Companies

The jobs that were approached with the two profiles were already discussed in the previous chapter. The focus was on finding the right job that would match the skills of the two profiles. This was mostly achieved by comparing if there were any matching skills between the profiles and the announcements. The companies that offered the jobs were not actively observed beforehand. When evaluating the study there were certain sectors that were more present than others.

![Figure 8: Represented companies within the field study (source: own display)](image)

Most of the announcements used in the field study were posted by recruitment firms. Hays Recruitment based in Sydney was the most represented recruitment organization with 5 used job announcements. The term service provider is used for any company that produces goods or services such as insurance companies or food companies i.e. 'Ferrero' or 'Funtastic Limited'. Other represented sectors were market research groups, logistics provider and a tourism-related employer.
5.4.4. Size of the companies

LinkedIn shows certain information about the companies such as their size. Some of the organizations used within the study are worldwide operating companies thus they have more employees than Australia-only based companies.

![Company Size Pie Chart]

Figure 9: Company size (source: own display)

Even though companies tend to neglect incomplete profiles, some of the chosen organizations are still working with an unfinished profile themselves. Sixteen percent or eight out of 50 companies who were looking for a new employee did not state how many employees they already have. Most of the companies who are looking for new employees and were looking for the skills that the profiles offered, have 11-50 employees. Seeing as most of the used announcements were posted by recruiting firms this percentage seems legitimate. Ultimately, a recruiting firm is searching for new employees for a client, which means that the ultimate employer is someone else. This makes the evaluation of the companies itself and the size of the companies rather incomplete as other companies do make the decision if they want to hire a potential new employee as well.
5.4.5. Received Feedback

The aim of this study was to establish that an institutionalized, polished profile will be more successful when looking for a new job than a normal profile.

Previously, the success of each profile has already been discussed but an overview of the received feedback sets up an important point for the later following discussion.

LinkedIn not only notifies the user that they have applied to a job but also if the company has viewed their application. This is an important feature as it reassures the employee that the application has been noticed. 31 out of 100 applications received the feedback that the application was viewed but there was no further contact. The most common feedback though was no feedback, and no reaction at all. Nearly half of the applications sent out via LinkedIn were completely unanswered and were not even examined by anyone at the hiring company. The interest in any of the two profiles was rather small. Overall only five times either one of the profiles was chosen to advance into the next round. The approach was either via LinkedIn, phone or email. Every message received via LinkedIn also automatically was send out as an Email
though counted as a LinkedIn message. Four out of 100 applications were rejected via email, and another four via LinkedIn message. Only one profile, Brittany Young, also known as the normal profile, was proactively approached and was requested to send more information about herself as she was considered for a job at Amazon Germany.
6. Discussion

After the exploration of the theory and empirically analysing the performance of a normal and an institutionalized profile, the actual outcome should be related to the expected outcome based on the described literature and theory. Henceforth, a short reminder of what was discussed in the literature and theory follows. This adds to the comparison of what has been already discussed in the literature and what was examined when analysing the field study. Furthermore, the usage of LinkedIn in Australia will be discussed as well as explaining why the two-stage model, previously introduced in the theory part of this thesis, may offer an inside to why LinkedIn may not be as integrated as it seems. Moreover, limitation of this field study will be discussed, concluding this discussion with prospects and further research suggestions.

6.1. Van Dijck’s expectation in comparison to the institutionalized profile

The question that this field study was supposed to answer was if a self-promoting, institutionalized profile performs better than a normal profile whilst having the same skills. Van Dijck's (2013) article was taken as the origin of this thesis. He observed the behaviour within the online community, in particular on LinkedIn and Facebook. He stated that PNS’ have become a tool for self-promotion especially when looking for a new job via LinkedIn or when impressing so called friends on Facebook.

The research that was conducted to find the parameter that would set up the institutionalized profile closely follows van Dijck’s (2013) and other researchers’ expectation of self-promotion. Van Dijck (2013) pointed out that it has become normative behaviour to enhance ones skills, looks and aims on social media to reach a goal. The companies on LinkedIn and articles that were scanned for information seemed to comply with van Dijck’s statement.

1. Complete your profile

Not only LinkedIn encourages their users to complete their profile to excess but also the companies that are looking for new employees on the PNS. Van Dijck (2013) talked about celebrities who use social media to expose and promote themselves.
They boost their already found fame or attention to new heights and seem to share every little detail and news about themselves (van Dijck, 2013). This was also encouraged by the companies that were examined for this purpose. The main point was that a complete profile is certainly important when it comes to a good first impression. A perfectly executed and completed profile is the first thing that a recruiter or potential new employer sees thus a good first impression is what every LinkedIn user should be seeking. Being able to achieve this perfect first impression is the first attempt at making a profile stand out. This point conforms with van Dijck’s (2013) research that the more information about a person can be found the better.

2. Profile Picture

Not only van Dijck (2013) but also other researchers such as Sievers et al. (2015) agreed on the importance of a well-thought out picture. The saying ‘dress to impress’ was mentioned several times as a hint to the usage of a matching profile picture. The profile picture adds to the first impression thus a professional looking picture is important when looking for a new job. The research suggested that even just having a profile picture makes it 14-times more likely that a profile is viewed. LinkedIn even suggests a face-picture ratio as well as preferred clothes, facial expressions and background. The most important part here although was that it would represent the person hence being up to date and reflecting on the daily look. Again, the research that was done for this point agrees with van Dijck’s (2013) and other previous research on how a picture should be used on PNSs.

3. Be precise and organized

LinkedIn guides a user towards the information that is needed to complete a profile. However just listing education and previous other experiences that seem to be important is only the beginning. Adding on to van Dijck’s (2013) point that the more information is available the better the profile when it comes to looking for a new job, this point stands out. The different important milestones should be accompanied by a short description on what was achieved and the experience that was gained. This adds to the more information is better policy as recruiters and potential employers can already tell if the necessary qualification is existent.
4. Stand out

Van Dijck (2013) pointed towards celebrities who stand out because they will not leave anything to chance. The relevant points found through the research were rather subtle. Choosing a unique URL means that when recruiters or employers are looking at the profile, they will not just see a random URL but favourable your first name and last name. This improves the chances to be found on a Google search but also it adds to the perfectly thought out profile.

The introduction section was mentioned multiple times as the gateway to the profile. Using this section to inform the visitor about the most important successes or educational milestones can be intriguing leading to the recruiter wanting to know more about the person.

The introduction feature adds to the urge of standing out. The profile owner has to uses the introduction feature to capture the attention of the recruiter or potential new employer. Using it to differentiate one’s profile from the other is important to achieve a good first impression and adds on to a coherent profile that stands out without being decisive.

The research that was done to receive this information mirrors the analysis of van Dijck (2013).

Overall the suggested features that should be added to the profile based on top companies and blogs in Australia mirror especially van Dijck’s (2013) article. He compares not only teenagers but most of the social media users to celebrities. Celebrities tend to use social media platforms to sell the image that they want to pursue.

6.2. Normative behaviour

The research that was done to receive the six important pieces that come together to build an institutionalized profile align well with van Dijck’s (2013) research and prediction that self-promotion is a must for being successful. The companies as well as the blogs that were analysed were adamant that it was important to follow this certain instruction because otherwise it would be difficult for a profile owner to receive positive feedback.

In theory, specifically the analysed institutional theory describes the transition that takes place when an institution evolves from being led by normative aspects to
cultural-cognitive ones. Van Dijck (2013) and the research done for this thesis suggest that when using LinkedIn and having a self-promoting, institutionalized profile applications have to be successful. As Scott (2008) states “the pillars form a continuum moving from conscious to the unconscious, from the legally enforced to the taken for granted” (Scott, 2008, p.50). LinkedIn as an institution has never been legally forced but as the process of applying for new job has moved from an offline to an online process it certainly exhibits a certain forcedness. The same process takes place for the profiles on LinkedIn. The research shows that having a LinkedIn profile has established itself for some time now as normative behaviour. The shift that takes place at the moment is the implementation that there is a need to stand out. The need for self-promotion is shifting from a social obligation towards a shared understanding that without an authoritative prone to self-promotion success is not a certain outcome. Even though this statement is supported by several earlier articles and papers as well as the analysed information for this thesis, the empirical research meaning the field study that was conducted, depicts nearly the opposite.

6.3. Comparing van Dijck’s expectation to the outcome of the field study

The outcome of the field study has been outlined in the previous chapter. Contrary to the expectation, Brittany Young’s profile constructed to be the normal profile, had a slightly better outcome than the institutionalized profile. The expectation, after analysing different companies and blogs, was that it would be rather important to have an extended LinkedIn profile. The promotional aspect of an institutionalized profile should have been helpful to be more successful when applying for a job. Van Dijck (2013) emphasizes that the present culture idolizes people with a strong social media presence. He points towards so called celebrities who promote themselves or rather their public identity to attract attention and benefit from their following. Mainly teens tend to follow self-promoting celebrities on social media such as Instagram or Facebook. The professional networks for example LinkedIn or Facebook to some degree are a platform for professional orientated users. According to van Dijck (2013) professional adults of all ages manifest themselves online to
emphasize their skills and proficiency. It has become acceptable or much more it is expected from people on professional networks especially on LinkedIn to highlight specific skills and manifest themselves online to emphasize their skills and proficiency. Van Dijck’s (2013) focused on the theory hence he did not test his hypothesis that online self-promotion benefits the platform user when applying for new jobs.

The field study that was conducted for this thesis can be seen as an empirical addition to van Dijck’s (2013) article. It specifically tested the difference in outcome when applying with a self-promoting profile versus applying with a normal one. Additionally, the background information to manipulate one of the profiles was conducted specifically for the Australian job market. The information that was used was published by successful Australian businesses or blogs who were reposted and used multiple times by different users and even linked to company’s profiles.

The outcome of the field study contradicts van Dijck’s (2013) theory. First and foremost, it has to be mentioned that only five out of a hundred applications received a positive feedback. Out of the five positive feedbacks, three were answers to applications by the normal profile or a proactive approach towards the normal profile. The institutionalized profile has not received a proactive approach. As the same skill set was used for both profiles, the assumption can be made that an institutionalized, self-promoting profile is not well-received by recruiters who are looking for new employees on LinkedIn.

A pattern can be made out, that the trend of oversharing is slowly but steadily coming to an end. Especially when looking for someone professional organisations tend to look for employees who do not have the urge to overshare on social media or professional networking sites. The reputation of an organisation or their brand can be seriously damaged when employees overshare.

The public shifts towards being more private again with certain information. Partially forced by new guidelines introduced through officials such as the General Data Regulations Policy. To some degree it forces people to be more conscious about the information that is posted online but it also shifted towards a need for more privacy. Organizations reflect on that change and tend to look for people who are present on online platforms such as LinkedIn but do not overshare.

The field study conducted for this thesis mirrors the shift towards recruiters who favour applicants who are slightly more private. Previous literature also hints at the
issue of deception within the recruitment process. Chang and Suen (2015) for example were not completely convinced that an enhanced profile helps to secure a job. Their focus was more on applicants who provided information related to specific topics and found the right topics to be seen as appealing towards recruiters. Chang and Suen’s (2015) research showed that more specific information towards job applications can be a positive influence. In comparison applications who contained a lot of information but rather unspecific towards the application did not receive as much positive feedback as the specific applications.

6.4. Peer pressure within the business world

Overall, the field study has a rather insignificant positive outcome. The positive feedback only takes up five percent of all of the feedbacks. Mostly, the applications sent out via LinkedIn were not even seen by the organisations who posted them. As already mentioned in the theoretical framing especially by Boxenbaum and Jonnson (2008) and as well by Anna Holm (2014) in a different aspect, businesses want and have to be involved with technical progress. Social Media as a mean to recruit people was such an evolvement when it came to recruitment, especially professional networks such as LinkedIn. It allowed businesses to not only shorten the time between the release of a job advertisement and the incoming of applications but also to proactively look for potential new employees. Coming from this point of perspective, the expectation before the field study was, that especially for the institutionalized profile, more positive responses would be recorded. Contrary to believes though, most of the applications were not even seen by the organisations who posted them online. The two-stage model of institutionalization may give an explanation to why most of the applications did not receive any feedback or response.

As already mentioned in the theoretical part, the two-stage model of institutionalization, was influenced by two different models. For one it is the rational actor model, that states that organizational adoption is motivated by a desire for technical or efficiency gains and related boosts to economic performance (Boxenbaum and Jonnson, 2008).

LinkedIn has over 610 million users in over 200 countries and nearly all of the Fortune 500 companies are represented on LinkedIn (LinkedIn, 2019). LinkedIn has
been introduced as an easier way for employees to apply to jobs but most of all it was sold as a very efficient way for companies to find new employees and shorten the application process. As the field study showed finding fifty jobs within a little over two months, with some restrictions towards the jobs, was not an issue. Meaning that the supply of job postings on LinkedIn is not stagnating. Companies accept LinkedIn as a tool to spend less time on a normally time-consuming application process. It is used by companies throughout different sectors, from small firms towards the big Fortune 500 companies.

This is where the second part of the two-stage model takes action. It is the sociological perspective that emphasizes the social embeddedness of organizations. The motivation for the companies stems primarily from a desire to appear legitimate to powerful constituents, peer organisations, or outside stakeholders (Boxenbaum and Jonnson, 2008). Similar to job applicants who put effort into their application and social media presence to seem legitimate, driven and successful, companies do similar things. A lot of companies want to seem legitimate also when being compared to companies in the same field or direct rivals. It is little details, such as using LinkedIn to search for new employees or in general having a well-thought-out and planned LinkedIn presence that differentiate companies from others in a positive way.

When looking at the outcome of the field study, 44% of the applications did not get any reply nor reaction of any kind. The job was posted, and the posting was still active when the two profiles applied for the jobs, meaning that the company signalized that they were still looking for someone. Dividing the companies in recruiting and non-recruiting companies, not even all of the companies who are specialized in recruitment viewed all the applications they receive via LinkedIn.

An explanation for this outcome can be found when looking at the two-stage model of institutionalization. Social media and more specifically professional networking sites such as LinkedIn have taken over the application process. The efficiency gains that come from using these websites during the application process is undeniable. Less time has to be spent on actually spreading the job application through different advertiser such as newspapers or other job websites. The most time-saving step although is that the majority of the applications come in at the same time from the same source. LinkedIn’s has developed into a culture-cognitive driven institution, meaning that the efficiency and execution of LinkedIn is taken for granted. As a
company, who wants to be efficient with their resources, the usage of LinkedIn is a necessity. Furthermore, it shows the company’s social embeddedness. Not only is it important for potential new employees to have an impeccable social media presence but also for the companies as an employer.

Especially late adopters use LinkedIn to appear legitimate especially towards powerful constituents, peer organisations or outside stakeholders. Most of the time and especially for smaller companies, their social media presence and the use of LinkedIn is not embedded and the company’s strategy. The recruitment department most likely posts the job adverts on LinkedIn to attract attention and seem like a modern, well-organized and strategically well-placed company. Except, when people apply through LinkedIn the company will not move forward with the process through LinkedIn.

This social pressure to seem legitimate, use technology to gain efficiency and boost economic performance would be an acceptable explanation to why nearly half of the applications that were send out via LinkedIn did not receive any feedback.

6.5. Social Media Assessment

The introduction of Web 2.0 and especially Social Media and Professional Networking Sites has changed the recruitment process. Earlier well described by Zide et al. (2014) and mentioned by multiple other authors such as van Dijck (2013) the so-called social media assessment is a newly adapted step throughout the recruitment process. Recruiters will run a social media check when receiving an application, to get a better picture on who the person is that applies to work in their company. Most likely, recruiters check social media sites such as Facebook and Instagram or other popular sites, to make sure nothing offensive or contradictory to their corporate appearance and values has been posted online by that person. Additionally, with LinkedIn in mind, a traditional application, handed in for example via email, can be double checked. For legitimacy reason the CV will be compared to the information on LinkedIn and in general more information about the job applicant can be retrieved.

Thirty-one applications were viewed on LinkedIn throughout the field study, but the two profile were not contacted for further persuasion of the application. An
explanation for this could most likely be the process of a social media assessment. The profiles were built to represent a real person on LinkedIn. The information used for both of the profiles were taken from a CV that has been successfully used to apply to several jobs. Furthermore, the pre-test eliminated the concern that potential recruiters or receivers of applications would think that the profiles are fake. However, outside of LinkedIn, neither Samantha Nguyen nor Brittany Young exist. They have no other social media profiles. When considering the CareerBuilder survey (2017) the percentage of recruiters who would not invite someone for an interview if they have no legitimate social media presence is astonishingly high. Every second recruiter was adamant that a social media presence, representing the persons personality and interests is important for a good first impression (CareerBuilder, 2017). Furthermore, LinkedIn will be used as part of the so-called Social Media Assessment. Recruiters use it to double check traditional applications or gain further knowledge about who this person communicates with or what kind of interests said person is pursuing when not at work. Popular social medias such as Instagram and Facebook do give a good insight on what the person is like in private. Posting every inch of their lives can be a major issue for a company, especially when the job in question seeks a person for whom privacy is not an issue. Rejecting someone on the grounds of a SMA comes with certain problems. Not only is it questionable if a first impression via Social Media does anyone justice but more important there are some legal issues as well. Especially in the US legal issues concerning racism and disadvantages (Ployhart, 2006). The question of ethical behaviour arises here as well. Several scholars see a breach of personal space when rejecting someone simply on the basis of their SMP. When looking back on the information given by the CareerBuilder survey (2017) half of the recruiters would reject someone because of what they post on Social Media. It is clear that certain postings showing signs of for example illegal behaviour, racism or sexism raise concerns, but they are still personal opinions. Some could say that personal opinions are private and therefore are not acceptable reasons for not hiring someone. Overall it becomes clear that privacy in a world of Social Media has become a privilege. SMA’s on the first look seem like an advantage as the recruiter can gain knowledge about a potential new employee without spending a lot of time researching. On the other hand, if recruiters only rely on SMA’s and let personal
opinions come in the way of professionalism the recruitment process becomes haphazard.

6.6. General Remarks

Predominantly, the field study constructed a different outcome than predicted by van Dijck (2013). The institutionalized profile did not perform better than the normal one, and in general the outcome of the field study was surprising. When looking back at the literature review, most of the authors such as van Dijck (2013), Zide et al. (2014) and others take the usage of LinkedIn for granted. Not one of the papers or articles question if there is a slow shift towards more traditional recruitment practices again or even if LinkedIn is not as incorporated in the recruitment practices, as it seems to be.

The field study focused on the Australian job market. Even though Hofstede’s (2019) analysis of the culture points towards an open-minded, slightly bragging culture, it seems like Australian companies and recruiters do not want to take the risk of being blinded by a self-promoting profile.

Overall, the outcome does not support van Dijck’s (2013) statement that self-promotion has become a normative behaviour especially on PNS thus being more successful in the recruitment profile than a normal LinkedIn profile. Both of the profiles did not receive noteworthy positive or negative feedback towards their application. Only fifteen applications were met with either positive or negative feedback and only the normal profile was proactively approached for a job based in Germany. It has to be pointed out though that the normal LinkedIn, even though not by a significant difference, did perform better within the field study than the institutionalized profile.

Most of the literature analysed for this thesis was focusing on either the American or the European job market, only Jepsen, Knox-Haly and Townsend (2015) wrote about the introduction and incorporation of LinkedIn in the Australian job market. Literature concerning the use of PNS in Australia is scarce but the literature that can be found supports the idea that LinkedIn is used frequently by employees and employers who reside in the Australian job market. Therefore, it is even more surprising that the outcome of the study conducted for this thesis concludes the contrary. Especially smaller companies and non-recruitment companies seem to use LinkedIn only for
legitimacy reasons as nearly none of them responded or simply viewed the application send out via LinkedIn.

Most of the better-known companies on LinkedIn chose the option that potential new employees cannot apply directly via LinkedIn and are redirected towards their own recruiting website meaning that they chose LinkedIn as an advertising platform rather than a recruiting platform.

6.6.1. Limitations and future research

The field study did have some restrictions. Both of the profiles have a rather unspecific bachelor’s degree in Economics, leaving a rather large variance of jobs to apply for. Even though most of the jobs were within the Finance field, there was no focus on one specific job group. Although with regards to the job advertisements used within the thesis information was collected to ensure that all the jobs would be within reason.

Furthermore, the Australian job market is different than for example the one in the European Union. The European Union is characterized by the free movement of person and the right of residence within the Union. This means that people from all over the Union can work within the Union making the war for talent within internationally (European Union, 2019). In comparison, Australia has rather strict visa and working rules, making it difficult for a person who has a non-Commonwealth citizenship to live, let alone work in Australia (Australia.gov.at, 2019). This could explain why self-promotion is not as distinct as it is for example in the US or other countries with job markets that are more open towards foreigners, making the competition for a job harsher.

As already mentioned earlier on, the SMA has become a major tool for recruiters. The field study only focused on LinkedIn, thus leaving the two profiles without a social media presence outside of LinkedIn. With concerns towards the CareerBuilder survey (2017) were most of the recruiters stated that not having a social media presence is something to be considered odd and leads to rejection, it would be interesting to see if a follow up study would have a significantly different outcome if one of the profiles had a well-structured and coherent social media presence and the other one did not. This
was dismissed for this study as there would have been too many biases within the two profiles. It would have been unclear which of them has led to the answer received towards an application. However, whether this has an impact on the outcome of the study is rather uncertain as many of the applications were not even viewed.

In addition, it would be interesting to research if there is a difference between traditional applications and applications through LinkedIn. As many of the companies use LinkedIn as an advertisement site rather than a recruitment site, the assumption that job applications through more traditional ways such as e-mail, mail or the companies own recruiting site would be more successful than applications directly through LinkedIn. This would also be a chance to explore the self-promotion part of the thesis more as one of the applications could be more self-promoting than the other. If this led to another outcome than this study remains an open question.

Ultimately, the field study did not present the expected outcome. In comparison to van Dijck (2013) who theoretically predicted that a normal profile who resides outside of the institution would not perform as well as an institutionalized profile, the field study had a rather insignificant outcome. The normal profile even performed slightly better than the institutionalized one. But the most outstanding part of analysing the field study was the number of applicants who were unregarded. This leads to the assumption that LinkedIn, at least in Australia, has not become an institutionalized tool characterized by cultural-cognitive aspects. Furthermore, the outcome supports the claim that SMA has become a vastly used tool within recruitment. As the applications that were solely viewed but not acted upon led to assume, some of the companies, use LinkedIn as a mean to investigate candidates but not as an active recruitment tool.

In all probability, LinkedIn will establish itself as a tool within SMAs but not as a recruiting platform, at least within the Australian job market. Most of the companies, especially the more known companies, already use LinkedIn as a platform to distribute and advertise their job openings but lead people to their own recruitment platform.
7. Conclusion

This thesis examined the performance of an institutionalised, self-promoting profile in comparison to a normal LinkedIn profile. The introduction of Social Media and especially professional networking sites such as LinkedIn has changed the way recruitment works. LinkedIn has been branded as Facebook in a suit, being a platform who focuses on professional content and a new easier way to connect with peers and potential new employees. Having a social media presence has become an expected asset, the fear of being overlooked and the need to stand out leads to self-promotion. Van Dijck’s (2013) theoretical examination of social media presences and how users followed celebrity role models when it came to stand out within Facebook and LinkedIn was a perfect starting point. As van Dijck’s (2013) study was only theoretical an empirical research could prove what van Dijck (2013) has stated earlier on. The different studies and articles that were critically examined within the literature review supported van Dijck’s (2013) claim that for one LinkedIn has become a new tool for organisations to gain easier access to information within the recruitment process but also that employees put a lot of effort into their profiles, as it is expected to stand out from the masses. The following field study within the Australian job market presented a different outcome than expected. Positive responses were rather scarce, leaving the normal profile with a slight advantage in comparison to the institutionalized, self-promoting profile. Four application for each profile were met with rejections, meaning that the negative response toward both profiles was equally distributed. Surprisingly enough, overall 44 out of a hundred applications were not viewed at all, leaving the candidate with no answer or reaction at all. Seventeen out of a hundred application were seen on LinkedIn but not pursued leaving both profiles without a significant response. The fact, that the institutionalized profile did not perform significantly better than the normal profile is contradictory towards van Dijck’s (2013) approach. Van Dijck and other authors who were cited for this thesis did focus either on the European or American job market, leading to the assumption that LinkedIn is not as embedded within the Australian recruitment culture as it is elsewhere. Additionally, recruiters started to assess potential new employees through social media. The so-called Social Media Assessment has become a new tool for recruiters to gain knowledge.
about the candidate without having to spend a lot of time on getting to know the employee in person. The fact that there has been no shortage in job advertisements and companies who represent themselves on LinkedIn has led to the assumption that LinkedIn is not used as an active recruitment platform but rather as a tool within SMAs. Additionally, the study focused on LinkedIn, leaving the two profiles without a social media presence outside of the PNS. Recruiters surveyed for the CareerBuilder survey in 2017 were unyielding, that they look for other social media profiles of a potential new employee. Not having a coherent or even any other social media profiles leads for every second recruiter to a rejection. As a conclusion, SMAs are frequently scrutinised when it comes to the ethical acceptability to reject someone on basis of private opinions. Overall, during the analysis it has become clear that LinkedIn in Australia has certainly not the same value as it has in other countries especially the US.

In conclusion it has become obvious that there are a number of factors that play into an application. The field study has definitely not supported van Dijcks (2013) statement that self-promotion has become normative behaviour especially on PNS. LinkedIn’s usage in Australia has to be redefined as the amount of companies who support applications directly via LinkedIn is rather small in comparison to how many companies use LinkedIn. There is no doubt that LinkedIn itself, most likely as part of SMAs is still popular and a coherent and well-thought out social media presence with a certain amount of self-promotion is necessary even though the ethical aspect of this tool is rather questionable.
8. Bibliography


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9. Appendix

9.1. Proactive approach

Graduate Leadership Opportunity, Amazon - Germany

Tulsi Patel <inmail-hit-reply@linkedin.com>
Fri 4/5/2019 8:30 PM
You \?

Hi Brittany,

Given your impressive degree background from a top global university, your profile could be a great fit for our ‘Graduate Area Manager’ role at Amazon in Germany. We are looking for highly analytical, talented graduates with a STEM or business degree to become Amazon’s next-generation Operations leadership. Graduate Area Manager positions exist in our fulfillment centres, sortation centres and delivery stations throughout Germany (and across Europe).

The Area Manager role is an opportunity to manage up to 100 people from Day 1 and solve a range of operational excellence/process and analytical challenges that directly impact Amazon customers. When Jeff Bezos founded Amazon, it was deemed impressive if a customer received their book in a couple of weeks. These days, with Prime Now, some customers order online and receive their products within one hour! How do we continue to innovate in Operations to continually exceed our customer promise? This is the type of problem our talented graduates aim to solve day to day.

If you are interested in a field operations role, speak fluent German, want to work alongside some of the brightest engineers/STEM talent in the world and accelerate on a journey that lands you in a General Manager or Regional Director down the line – we would love to consider you for our 2019 graduate Area Manager opportunities.

If you’d like to be considered for this role, I would love to hear from you. If you would like to apply, please let me know if you consent to your LinkedIn profile being uploaded for this position on your behalf. I would also appreciate if you can share you email address and contact phone number, should you wish to proceed.

Kind regards
Tulsi
Tulsi Patel
Recruiter at Amazon

9.2. The job advertisements

The following pages show the job advertisements that have been applied to for the field study. They are in chronological order as they were applied to.
Systems Accountant ANZ

Study Group • Sydney, AU
This job is no longer accepting applications
18 alumni work here

Study Group are currently looking for an experienced Systems Accountant to provide oversight and day-to-day administration of global finance systems within the ANZ division. Primarily, these systems will be Agresso (GL, AP and Payroll modules), StudyGlobal (primary student billing system) and Excellerator (data extraction add-on for Agresso).

Group Finance Systems are managed from our UK Head Office, and this position will be the representative for the ANZ business on the ground and in real-time here in Sydney. As such, administration and facilitation of user access requirements for Agresso and helpdesk ticket resolution will be a routine aspect of this role. More importantly, however, will be the proactivity to pursue greater efficiencies and better ways of utilising the systems to deliver improved outcomes for users and the business.

This role will have day-to-day involvement with the Group Finance Systems, Group IT, ANZ financial control team, payroll, AP and AR teams and the F&PA team.

Key Responsibilities
- Ensuring changes to processes and procedures are implemented through the relevant governance processes and with minimum impact to existing resources;
- Working with the ANZ Finance team and Group Finance and IT Systems leads to effect continuous improvement to the system and end-to-end business processes;
- New user set up and user access management;
- Tracking and resolving system issues;
- Working with external consultants on improvement initiatives and upgrades;
- Managing the development of ad-hoc and standardised reports from the new system;
- Coordinating ad-hoc data loading;
- Maintaining system configuration in accordance with design and performance specifications;
- Participating in the design and development of workflow, business process and documentation related to finance projects to meet system specifications and user requirements;
- Overseeing and participating in the local development and maintenance of the systems in relation to Group-wide projects;
- Assisting the ANZ Finance team and Group Finance and IT Systems leads to develop training content and course catalogues for user specific training;
- Providing ongoing advice, training and guidance to stakeholders and users related to system operation and access.

Contact the job poster

Gemma Barber
Global Talent Acquisition at Stud...
Brisbane, Australia
PREMIUM
Send InMail

Seniority Level
Entry level
Industry
Education Management,
Higher Education,
Primary/Secondary Education
Employment Type
Full-time
Job Functions
Sales, General Business, Education

Assistant Accountant

GenesisCare • Alexandria, New South Wales, Australia
This job is no longer accepting applications
40 alumni work here

We have a great opportunity for an experienced and driven Assistant Accountant to join the Finance Team in our growing global healthcare organisation! As an Assistant Accountant you will provide comprehensive assistance in maintaining the Financial Control framework of the Oncology business segment.

About the role
- Full responsibility for the Bank Reconciliation process.
- Incorporates a comprehensive suite of daily, weekly and month-end tasks including significant interaction with the national Oncology Patient Services teams to resolve issues and enhance processes.
- Assistance with the month-end cycle within clearly defined timelines, including accounting for key areas such as sundry income, operating expenses, prepayments, cash & fixed assets.
- Supporting the completion of comprehensive analytical reviews across key P&L balance sheet items and proactively managing resolution of queries.
- Ensure allocated balance sheet reconciliations are completed monthly with appropriate resolution of all reconciling items.
- Establish and maintain audit trails for allocated revenue/expense streams and balance sheet accounts.
- Proactively determine opportunities to streamline and/or automate processes, particularly bank reconciliation processes in SAP.
- Assist with the integration of core billing systems into the general ledger.
- Assist with the integration of new practices and business relationships into the control framework.
- Provide support for the half-year, interim & year-end audit processes.

About you
- Part-Qualified CA, CPA or CIMA (or equivalent) with up to 2 years of relevant work experience.
- Advanced Microsoft Office capability – Excel, PowerPoint, Outlook & Word.
- Experience with SAP.

Criteria provided by job poster

Skills
- Microsoft Excel
- Analytical Skills
- Communication
- Bank Reconciliation
- Balance Sheet Review
- SAP ERP
- Account Reconciliation
- Accounting
- Monthly Close Process
- Financial Analysis

Level of education
- Master’s Degree

Contact the job poster

Alexandra Ewens
Connecting driven people ...
PREMIUM
Send InMail

Seniority Level
Associate
Industry
Hospital & Health Care,
Financial Services, Accounting
Employment Type
Inspection Graduate
Fuse Recruitment • Brisbane, Australia
This job is no longer accepting applications
1 plum works here

The Australian Insurance Industry is one of the most varied, rewarding and exciting industry sectors for any Graduate considering their future career. An $8.3Trillion global industry, Insurance is fundamental to life as we know it and a critical element to securing our economic and social future. We have designed our Future Insure Graduate program to create greater opportunities for graduates to establish a career within Insurance and to support the ongoing development of the Insurance Industry.

As a Future Insure Graduate, you will unlock your potential with the markets most successful and highly regarded Insurance businesses. You will find yourself working in Broking, Claims or Underwriting; and be matched to a Program Partner based on your skills, aspirations and culture fit. Your goal will be to evolve your skill set based on structured learning and development opportunities and gain your Tier 1 Certification; while working alongside some of the greatest Insurance professionals in the market.

How you match
Criteria provided by job poster
Level of education
- Bachelor's Degree

Contact the job poster
Laura Robins
Recruitment Resource at F.,
Send InMail

Job Details
Seniority Level
Entry level
Industry
Insurance
Employment Type
Full-time
Job Functions
Administrative, Customer Service, Research

BENEFITS:
Our Program Partners have high expectations for their Graduates, which is why our program offers so much in return. In addition to your market competitive remuneration package; you will also receive:
- Access to a range of permanent, full-time Graduate openings within our program partners businesses
- A structured program to best support your initial development and entry to the insurance industry
- A dedicated coach/mentor for support throughout the program
- Bimonthly "Check-in meetings" with your Mentor and a Fuse Recruitment representative
- A Careers Day for you to meet our program partners
- Opportunities to attend our Future Insure Graduate Program networking events

Operations / Finance Assistant
PTW • Sydney, New South Wales, Australia
This job is no longer accepting applications
26 alumni work here

Job tasks and responsibilities
The role is multi-faceted. You will gain experience in using enterprise financial systems and project operations.

Working with our ERP system this involves talking to managers in charge of architectural projects to keep information on our systems up to date. It is essential to have skills at using Excel to analyse information and create graphs and reports. Experience in business intelligence tools is desirable but not essential.

Working with Finance you will assist with invoices, cheques, and documentation. Experience with administration, business processes and dealing with people is essential.

The role will suit someone who is good with people, excellent spoken English, enjoys understanding how the business works and their role contributes to the business, is good with details, experienced with systems, is friendly, helpful and intelligent. This role would suit a recent graduate with a relevant degree and some experience, or someone with significant work experience with a steady employment history.

Please only apply if you have ongoing rights to work in Australia. Due to the high number of applicants we will only be contacting those who are short listed.

Seniority Level
Entry level
Industry
Architecture & Planning, Accounting, Financial Services
Employment Type
Full-time
Job Functions
Finance, Administrative
**Accounts Receivable Administrator**
Ferrero + North Sydney, New South Wales, Australia

This job is no longer accepting applications

We are looking for an enthusiastic, proactive and result-driven Accounts Receivable Administrator to join our dynamic Finance Team.

The Accounts Receivable Administrator is a key role for providing financial and administrative services in order to ensure effective, efficient and accurate financial and administrative operations.

Reporting to the Credit Manager, your key responsibilities will include:
- Support the Credit Manager in account management and timely debt collection.
- Investigate and resolve customer queries.
- Accurate processing of claims and suggest improvement for claim management and processing.
- Support the Credit Manager in communicating regularly with Clients and the Sales team on all customer related queries.
- Review AR aging to ensure compliance.
- Produce weekly reports to reflect all documents status on the ledger.
- Assist the Finance & Administration Manager on ad hoc projects.
- Manage day-to-day administrative tasks as required.

**Desired skills and experience**
- Less than one year experience is desirable.
- Relevant degree qualification is desirable with good academic standing.
- Effective time management and organisational skills.
- Discipline for process and procedure.
- Driven and self-motivated.
- Problem analysis and problem solving skills.
- Sense of urgency.
- Be a self-starter and take initiative.
- Be Team oriented with the ability to apply a degree of autonomy.
- High attention to detail and high level of accuracy.
- Intermediate excel skills.
- SAP System: previous exposure would be looked upon favourably.

We are welcoming recent Finance graduates to apply.

---

**Assistant Accountant**
Hays + Sydney CBD, Sydney, Australia

This job is no longer accepting applications

Your new company
Your new company is a leading Financial Services Firm who operate within the Investment, Fund & Asset Management and Advisory space. Having recently had some restructures to the team, a long-term opportunity is available for a motivated and driven Assistant Accountant. This role is based in the beautiful CBD offices and has a strong reputation in the market with a clear development and training programme in place.

Your new role
Reporting directly to the Manager of the department, this role entails the following duties & responsibilities:
- Reviewing the Profit & Loss
- Reviewing and providing the commentary for the financial statements
- Balance Sheet Reconciliations & Cashflow Review
- Perform weekly, monthly, quarterly, biannual and annual reviews as required by Trust Deed
- Ensuring transactions and accounts are fully compliant with regulatory standards

This role is on a full-time basis and is a long-term opportunity with the view of going permanent.
Are you super passionate about numbers, data analysis and reporting? Great! Are you looking to kick-start your career in a global financial services business? Even better!

We are looking for a fresh and committed Graduate Accountant to assist on all financial reporting, analysis and processes. If you are highly motivated, naturally analytical and willing to learn, then please apply now!

The Company:
This global financial services company operates in over 20 countries and specialises in a wide range of insurance products from pet insurance to car insurance and home and contents insurance.

Duties include but are not limited to:
- Prepare all financial reports, including: monthly accounts, statutory reports, month end and reconciliations.
- Assist with internal and external audit processes.
- Prepare all tax-related documentation, including: payroll tax, stamp duty, and other tax returns.
- Assist with the preparation of budget and forecasting processes.
- Proactively seek opportunities for reporting efficiencies, system and process improvements.
- Other financial ad-hoc analysis and administrative tasks.

Skills Needed:
- Degree qualified in finance and / or accounting.
- Minimum 1 years' experience in accounting is ideal but not essential. Fresh graduates are welcome to apply!
- You have meticulous organisation skills and a keen eye for detail.
- Strong written and verbal communications skills.
- You are a Microsoft super user and know Excel back to front!
Accountant's Assistant
CDK Taxation Services • East Brisbane, Queensland, Australia

The ideal candidate will be responsible for performing accounting and varied administrative duties. You will support our business in all aspects. This position will give you the opportunity to grow your accounting knowledge and experience.

Responsibilities
- Act as office receptionist greeting clients, making appointments
- Process daily incoming and outgoing mail
- Process invoices and daily transactions and expenses
- Perform administrative support functions
- Perform accounting support functions
- Handle reports
- Experienced in assisting accountants as required with functions such as data entry, entering disbursements and depreciation schedules, preparation of GST reconciliations
- Retrieve on line reports as required

Qualifications
- Bachelor's Degree in Accounting or a related field of study desirable
- 1-3 years’ of experience working in an Accounting office desirable
- Professionally presented, personable candidate with excellent English verbal and written communication skills
- Highly detail-oriented
- Proficiency in Systems/Software: Excel, Word, HandiTax, Xero, MYOB, QuickBooks, ASIC, ATO portal

How you match
Skills
- Receptionist Duties
- Written Communication
- Data Entry
- MYOB
- Account Reconciliation
- Xero
- Accounting
- QuickBooks
- Administration
- Goods and Services Tax (GST)
Level of education
- Secondary Education

Contact the job poster
Charles Haddad
Owner, CDK Taxation Servi...
Assistant Accountant

Public Sector People • Melbourne, AU

How you match

Skills
• Microsoft Excel
• Microsoft Word
• Communication
• Account Management
• Sales
• Constructive Feedback
• Customer Relationship Management (CRM)
• Teamwork
• Decision-Making
• Prioritize Workload

Level of education
• Bachelor's Degree

Job Description

About the role:

Public Sector People are currently inviting applications for the role of Assistant Accountant to join a Council in the inner northern suburbs of Melbourne. This opportunity is a temporary contract with an immediate start, 10 km from Melbourne’s CBD.

Working within the Corporate Services Department, you will assist with this Council’s financial and management accounting functions, including taxation, reporting and budgeting.

Requirements include
• Tertiary qualification in Accounting and CPA or CA accreditation
• Management accounting skills
• Planning and budgeting experience within large organisations
• Previous public sector experience highly desirable

For a confidential discussion regarding this opportunity or other Accounting and Finance roles within public sector, please contact Seamus McAnelley on (03) 8535 3111. Contact Name: Seamus McAnelley

Contact Email: seamus@publicsectorpeople.com.au
Graduate Accountant
Mawsons • Cohuna, Victoria, Australia

Mawsons is a family-run business that supplies quality construction materials throughout Northern Victoria and Southern N.S.W. We seek a motivated and responsible person to join our busy accounts department in this full-time position. The scope and duties of this role would suit either a Graduate Accountant looking for an ongoing career path or an experienced Bookkeeper who is after a diverse role within a friendly team. This role is based at Mawsons Head Office in regional Northern Victoria in the township of Cohuna.

Duties include General Accounting functions, assisting accountants and other administrative functions, and involvement in the day to day functions of the Accounts Payable and Accounts Receivables departments.

The essential skills and experience required for this role include:
- Completed (or in final year) of a Bachelor of Accounting or Commerce
- Excellent written and verbal communication skills
- Strong attention to detail, commitment and motivation
- Strong interpersonal skills
- Ability to work within a well-established team
- Ability to use Microsoft Office, particularly excel
- A total commitment to work safety and quality

To apply
Email application & cover letter to: recruitment@mawsons.com.au
Please refer Job reference GAC001 on your application

Applications close: Friday 15th March, 2019

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Insurance Graduate
Fuse Recruitment • Melbourne, Australia

The Australian Insurance industry is one of the most varied, rewarding and exciting industry sectors for any Graduate considering their future career. An $8.3 Trillion global industry, Insurance is fundamental to life as we know it and a critical element to securing our economic and social future.

We have designed our Future Insure Graduate program to create greater opportunities for graduates to establish a career within Insurance and to support the ongoing development of the insurance industry.

As a Future Insure Graduate, you will unlock your potential with the markets most successful and highly regarded Insurance businesses. You will find yourself working in Broking, Claims or Underwriting; and be matched to a Program Partner based on your skills, aspirations and culture fit. Your goal will be to evolve your skill set based on structured learning and development opportunities and gain your Tier 1 Certification; while working alongside some of the greatest Insurance professionals in the market.

We have multiple openings for Graduates to join our Program, with intakes for 2019 in March and September.
CPA Firm Accounting Internship for Students, Graduates & Migrants

Platinum Accounting • Surry Hills, AU
Posted 4 months ago • 48 applicants

We are a CPA Public Practice and fully qualified Tax Agent located in Sydney CBD. We provide taxation, bookkeeping & accounting services to the general public.

Our goal is to provide top class personalized service. We aim to empower our clients to gain mastery in their tax and financial matters. We also seek to help build the accounting field by mentoring and assisting those new graduates to build their career in accounting. We are looking for Intern from University.

Requirements

Internship responsibilities will include
- Full function Bookkeeping (including AP/AR, Recs, BAS, Payroll, etc.)
- Inventory processing & stock adjustment
- Payroll processing
- S-M Size Corp Month End Tasks, prepayments, Accruals, etc.
- Report to Accountant with working performance
- Local Taxation System

Candidates may need to have following qualities
- Basic Accounting Knowledge (Certificate/Diploma/Uni Students/Degree/Postgraduates/administrative clerk), would like to start local accounting career
- Overseas working experience, would like to get LOCAL working experience in Australia
- Attention to details
- Willing to learn
- Team-work Spirit (Team project)

Seniority Level
Internship
Industry
Staffing & Recruiting,
Financial Services, Accounting
Employment Type
Internship
Job Functions
Accounting/Auditing, Finance

Introduction:

RedFig Technology Group (RedFig) is a technology and services organisation driving innovation and delivering leading-edge solutions for our clients. RedFig is a growing presence in the digital media sector with major projects and initiatives with large Telco’s and corporate customers in Australia. We continue to work with a wider group of corporate clients providing leading Managed Network and Managed Cloud services and continue to focus on growing our Open Network capabilities with major initiatives and development around the F4 programmable Network environment. These initiatives are providing the organisation significant opportunities for growth locally and internationally.

We are seeking a confident and highly motivated senior bookkeeper/accountant that will grow with our business, have strong XERO experience & knowledge complimented by high quality Excel skills that will work within our team part-time (2-3 days per week, flexible days). In addition, the right candidate will need to be highly proactive, have a high attention to detail with strong organisational skills.

Key Responsibilities:

- Monthly reporting; Reliable, accurate and timely preparation of monthly profit and loss including Xero bank reconciliation broken down to each business unit and product line
- Recording of all revenues, costs and expenses and allocating them to the respective business unit and product line (via Xero)
- Presenting monthly reports to business owners, CFO and business unit managers
- Cash flow planning; weekly / monthly liquidity planning including advising CEO and CFO
- Accounts Payables / Receivables Management including initiating international payments: small amounts of AR, medium size AP, Tight cooperation with other staff members.
- Monthly Payroll – including superannuation – including contractors’ super, PAYG, Single Touch Payroll, Payroll Tax. Allocating salaries to business unit and product line (MJ)
- Budgetary Planning & Control and continuation of the evolutions of the new budget model broken down to Business Unit and Product Line

Contact the job poster
Nicole Katsoulis
People & Culture Coordinat...
Analyst
Help.Capital • Sydney, Australia
Posted 5 days ago • Over 200 applicants

Analysts are the heart and soul of our growing organisation.

As an analyst, you will develop powerful insights that will underpin our clients’ investment decisions. Assessing investment opportunities for numerous private equity clients and working with the senior management and board of multiple private equity owned businesses will be an unmatched learning experience.

This job will help you realise your fullest potential as an investor.

We welcome expressions of interest if you:
1. Have an exceptional academic track record;
2. Have a genuine interest in investing; and
3. Are willing to complete the CFA program (you do not need to complete the CFA if you are qualified Chartered Accountant).

You do not need to have worked in finance to express an interest in joining Help.Capital. This job is ideal for someone who has 1-4 years work experience in finance, accounting, strategy or law.

Please attach a copy of your academic transcripts. Include (where relevant) high school, undergraduate university, postgraduate university and professional qualifications.

Junior Assistant Accountant
Fantastic Limited • Melbourne, Australia
Posted 2 weeks ago • Over 200 applicants

How you match
Criteria provided by job poster

Skills
- Analytical Skills
- Assessment
- Investment Decisions
- Executive Management
- Investments
- Private Equity
- Business Insights
- Finance
- Strategy
- Qualified Chartered Accountant

Contact the job poster

Thomas Green
Principal | Help.Capital

Job Details

- Valuable learning opportunities that will challenge you
- Exposure to the financial and corporate workings of an ASX listed entity
- FMCG Toys, Confectionery & Sporting Brands

Are you a highly motivated, ambitious individual with 2-4 years proven financial experience in a commercial environment? Are you seeking a role which will provide valuable learning opportunities that will challenge you?

We have an exciting opportunity for a Junior Assistant Accountant to join our corporate finance team. As an integral part of a small, dynamic team you will be working towards the timely and accurate reporting of group business transactions. This role will be a key contributor to the daily and monthly financial reporting. It will require working within set deadlines, and proactively identify issues and opportunities for improvement.

What is on offer:
- Fantastic learning opportunity across all accounting functions
- Exposure to the financial and corporate workings of a listed entity
- Support in completing a CPA program
- Training and mentoring within an ASX listing company corporate environment
Financial Accountant

Hays • Canberra, Australia  
This job is no longer accepting applications

- Provide Professional Advice and Services
- 6 month Contract
- Sort After Department

Expressions of Interest are sort from accountants for a 6 month contract.

Your new company
Our client, a sort after department is looking for an enthusiastic and highly committed Senior Financial Accountant to join the Financial and Assets Accounting Team.

Your new role
As part of a small team you will report to the Team Leader your duties will include, but not limited to:
- Planning and preparation of statutory financial statement and monthly financial reporting,
- Provide oversight to the Treasury and Taxation function,
- Coordinate internal and external assurance activities,
- Review and update Financial Policies and provide advice to business areas,
- Contribute to business process improvement initiatives,
- Develop and maintain effective partnership with business area and implement relationship maintenance (and intervention) processes such as escalation and training.

What you’ll need to succeed
To be successful in this role you will need strong communication, collaboration and influencing skills, and high level of attention to detail.

Assistant Accountant

Public Sector People • Melbourne, AU  
This job is no longer accepting applications

Job Description

About the role:
Public Sector People are currently inviting applications for the role of Assistant Accountant to join a Council in the inner northern suburbs of Melbourne. This opportunity is a temporary contract with an immediate start, 10 km from Melbourne’s CBD.

Working within the Corporate Services Department, you will assist with this Council’s financial and management accounting functions, including taxation, reporting and budgeting.

Requirements include:
- Tertiary qualification in Accounting and CPA or CA accreditation
- Management accounting skills
- Planning and budgeting experience within large organisations
- Previous public sector experience highly desirable

For a confidential discussion regarding this opportunity or other Accounting and Finance roles within public sector, please contact Seamus McAnelly on (03) 8535 3111. Contact Name: Seamus McAnelly
Contact Email: seamus@publicsectorpeople.com.au
Graduate Sales Administrator

Talent • Sydney, Australia
Posted 1 week ago • 113 applicants

We are currently hiring for an enthusiastic and ambitious graduate to join the IT sales team and begin your corporate sales career. This is an entry level sales administration role. With the opportunity to progress into a sales role in the future.

You will receive excellent training and mentorship from very experienced industry leaders.

About the role...
The successful candidate will undertake sales administration duties, including processing new sales leads and monitoring customer accounts, providing data and reports to assist the sales team, sales order entry and responding to customer queries.

Skills/Requirements...
- Have completed and graduated (Bachelor’s degree)
- Any discipline considered, with a preference for Business, Marketing, Commerce, IT, Computer Science
- Highly motivated and driven to succeed
- Good time management skills and attention to detail
- Australian Citizen
- Excellent verbal and written communication skills
- Interest in a long-term career in the technology industry
- Retail sales experience or customer service experience highly regarded

Immediate start, apply now!

How you match
Criteria provided by job poster

Skills
- Communication
- Training
- Computerized Physician Order Entry (CPOE)
- Sales
- Time Management
- B2B Marketing
- Hiring
- Leadership
- Sales Administration
- IT Sales

Level of education
- Bachelor’s Degree

Contact the job poster
Jenna Daly
Senior Consultant Digital at...

Graduate National Account Administrator

Crown Equipment Pty Ltd • Australia • Perth, Western Australia, Australia

This job is no longer accepting applications

3 alumni work here

Are you a motivated person looking to be rewarded for effort?
Do you want a career with international opportunities?
Training and development provided!

About the Role
An opportunity has become available for a results driven and motivated individual to join our like-minded sales team. Reporting to the WA Sales Manager, the National Account Administrator will be working alongside the National Rental Account Managers on our premium accounts in a support based role. Assisting the National Rentals department, they will be delivering exceptional customer service and administration as well as maintaining and building business relations by ideally positioning themselves as the first point of contact for all national account customers.

Some sales experience will certainly be beneficial but is not an absolute requirement as the Company will provide all graduates with training, including a comprehensive induction program, on the job training and mentoring by other successful sales team members.

Responsibilities & Duties
- Build and maintain working relationships with internal and external stakeholders.
- Actively visiting customer sites to attend to customer requirements.
- Provide administrative support across the sales department, including reviewing client KPI’s, processing orders, preparing quotations and assisting with sales related queries.
- Be the first point of contact for all customer related queries.
- Ensure that all customer concerns are identified, addressed and immediately resolved.
- Assist with the preparation of weekly, monthly and quarterly Sales
Graduate Program - Analyst
Greensill • Sydney, Australia
Posted 3 days ago • Over 200 applicants

Applied 1 week ago See application

How you match
Criteria provided by job poster
Skills
- Microsoft Excel
- Analytical Skills
- German
- Capital Markets
- Contract Negotiation
- Financial Analysis
- Finance
- Presentations
- Relationship Building
- Trade Finance

Contact the job poster
Ana Carolina Borges
Office Manager at Greensill
Send InMail

Junior Accountant
BSA Limited • Belmont, Western Australia, Australia
Posted 1 week ago • 77 applicants
8 alumni work here

Applied 1 week ago See application

How you match
Criteria provided by job poster
Skills
- Analytical Skills
- Pivot Tables
- Petty Cash
- Hl ookups
- Account Reconciliation
- Finance
- Skilled Multi-tasker
- Debtors
Level of education
- Bachelor’s Degree

About BSA
BSA is a comprehensive technical services contracting company that has successful long-term relationships with our clients, founded upon a commitment to provide innovative, flexible solutions and a culture that promotes continuous improvement. Check us out on http://www.bsa.com.au/

The opportunity:
We are looking for a Junior Accountant to assist the operational team in the effective financial management and monitoring the company and also provide assistance to support other accounts and admin staff as required.

Responsibilities include:
- Responsible for Accounts Receivable and includes but not limited to
debt collection, investigating discrepancies, analysing debtor risk, cash receipting, account reconciliation, prepare account statement, liaison with debtors and invoicing as required.
- Processing credit cards activities and reconciliation, expenses claim and petty cash
- Communicates regularly with Administration and Finance teams to
share critical information, provide job updated and seeks
consensus on resolution of customer’s issues
- Advocate safe work practices as per customer and BSA standards
with 100% compliance to procedures and policies
Excellent Graduate Opportunity – Investment Management

East Partnership • Sydney, Australia

This job is no longer accepting applications

Our client is one of the world’s leading investment managers, operating in global markets across the Americas, Europe and Asia with a broad client base ranging from institutions, corporations, central banks, pension funds, and endowments, to financial advisors and individual retail investors. They are an industry pioneer and continue to push the boundaries of excellence at a firm, and employee, level. The Australian arm, based in Sydney, are looking to hire a junior Account Analyst to work with the existing Account Management team.

The Account Management team oversees relationships with the firm’s clients, as well as supporting their business development activities locally. Their primary function is to provide an exceptional service to clients at all times. This will include:

- Accurate preparation of client reports across performance, trading activity, portfolio valuation and risk metrics
- Support of the account management team through provision of market and portfolio data
- Analysis of portfolio data including qualitative and quantitative performance attribution
- Management and streamlining of reporting requirements
- Support of new business activity – identifying opportunities, driving marketing campaigns, preparation for pitches
- Other ad hoc and related duties

This role will require a high degree of mathematical aptitude, and competency using Excel/financial analysis tools. The successful candidate will likely be a recent graduate of under- or post-graduate studies in Finance, Economics or similar, with exceptional results, as well as:

How you match
Criteria provided by job poster

Skills
- Microsoft Excel
- Economics
- Account Management
- Investment Management
- Quantitative Research
- Investments
- Financial Analysis
- Visual Basic for Applications (VBA)
- Finance
- Quantitative Analytics

Level of education
- Master’s Degree

Contact the job poster

Chris Smythe
Search & Selection | Asset ...
PREMIUM
Send InMail

Graduate Pricing Analyst

MetLife Australia • Sydney, Australia

Posted 6 days ago • 72 applicants

1 company alum works here

Applied 6 days ago • See application

How you match
Criteria provided by job poster

Skills
- Data Analytics
- Alteryx
- Coding Experience
- Actuarial Science
- New Business Opportunities
- Client Presentation
- Problem Solving
- Actuaries
- Analytics
- Interpersonal Skills

Level of education
- Master’s Degree

How you match
Criteria provided by job poster

Skills
- Microsoft Excel
- Economics
- Account Management
- Investment Management
- Quantitative Research
- Investments
- Financial Analysis
- Visual Basic for Applications (VBA)
- Finance
- Quantitative Analytics

Level of education
- Master’s Degree

Contact the job poster

Chris Smythe
Search & Selection | Asset ...
PREMIUM
Send InMail

Opportunity with one of the top life insurance companies in Australia
- Located in Sydney CBD
- Excellent employee benefits with strong focus on flexible working and health & wellbeing allowance

Are you an enthusiastic actuarial graduate looking to make a difference in a growing life insurer? Our vision is to lead the market by providing the fastest, easiest and most caring life insurance experience for our customers. Play an active role in helping people when they need it most and shaping the life insurance industry for the better, closely working with and learning from market leading actuaries and professionals.

This position uses cutting edge analytics to drive insights from members of our superannuation fund clients to price and innovate products for the future. The successful candidate will also play a key role in tender projects for new business opportunities.

If you are a driven graduate eager to develop a rewarding career in life insurance group pricing and data analytics, then this is the role for you.

Job Details
Assistant Accountant
Planet Plumbing Pty Limited • Sydney, New South Wales, Australia

This job is no longer accepting applications

About Planet
Planet Plumbing has more than 24 years’ experience across all sectors of residential, commercial, industrial and civil construction. We are one of the largest Top Tier Plumbing Company in the country, employing over 250 people who design, install, service and maintain hydraulic plumbing services to all types of buildings. We are a progressive company with a successful reputation in providing quality plumbing services to a range of clients on projects throughout Australia.

The Role
Due to continual growth, we are on the lookout for an hands-on Assistant Accountant to join our passionate team. Reporting to the CFO and working with the AP/AR and Accountant, you will work to ensure the appropriate accounting responsibilities are completed to the highest standards.

Skills & Experience:
- Preparation accruals and journals
- Assist with month end and year end closing
- Balance sheet reconciliations
- Compliance related preparations
- Monthly supplier statement reconciliations
- Management and support for posting invoices
- Preparation and upload payment
- Other AP related activities
- AR related assistance including progress claims
- Bank reconciliations and credit card reconciliation
- Assistance with cash flow management and forecasting
- Intercompany reconciliations
- Ad-hoc duties as required

Finance Assistant
Gemba • Southbank, Victoria, Australia

Posted 2 weeks ago • Over 200 applicants

Gemba, the authority in Sports & Entertainment, is looking for an enthusiastic part-time finance assistant to join our pivotal Finance team.

As our newest member of finance, you will have a diverse role assisting the dynamic functionalities across numerous departments. This role is perfect for someone who wants diversity in a job, as well as a person with competing life priorities. You could range from a graduate / master’s student, someone with a side gig, or be a return to work parent that wants to get back into the work life.

You will be a savvy numbers person who also has great interpersonal skills all while also being able to manage multiple tasks at once. In this role you’ll be able to work autonomously and as a dynamic team member who brings fresh thinking and new ideas.

Who are we looking for?

Gemba’s new Finance Assistant will need to be based in Melbourne working a total of 2-3 days per week with a strong interest in sport and entertainment. Experience in the finance and accounting is preferable.

Key skills and responsibilities:
- Intermediate experience in Microsoft Excel
- Excellent written verbal communications skills
- Ability to work in a fast-paced team environment
- Management of company and client invoices
- Accurate accounting data entry
- Strong analytical skills and attention to detail
Graduate opportunity - Investment Administration

Our client is a leading Boutique Fund Manager and due to continued growth within their business they are looking for a Junior Fund Administrator to join their established team to learn a variety of Investment Administration and Registry processes.

Key Responsibilities Include
- Maintaining all client data details and ensuring they are put into the system correctly.
- Processing trades and ensuring receipts are logged against client accounts.
- Daily cash management and processing of cash payments.
- Daily and monthly reconciliations and an ability to investigate any discrepancies.
- Various reporting both on a daily and adhoc basis.

To be successful in your application you will have a minimum of 6 months within a professional services environment and ideally within Financial Services/Funds Management.

Please apply here or send your CV direct to ctaylor@gowrecruitment.com

Please note that due to the high number of applications only shortlisted candidates will be contacted.
Graduate Support Specialist
Certus Recruitment Group • Melbourne, Victoria, Australia
NEW • Posted 4 hours ago • 35 applicants

How you match
Criteria provided by job poster

Skills
- Business
- Commercial Lending
- Analytical Skills
- Customer Service
- Sensitivity
- BDM
- Corporate Governance
- Administrative Assistance
- Customer Experience
- Team Culture

Job Details
Seniority Level
Entry level
Industry
Financial Services, Banking, Consumer Services
Employment Type
Full-time
Job Functions
Marketing, Sales, Administrative

Graduate Support Specialist
Melbourne CBD
50-60k + Excellent Benefits

As a leading financial company focused on both consumer and commercial lending, our client continues to gain market share. To maintain their enviable position, they now have an immediate need for a recent graduate to join as a Support Specialist.

As a CBD based Graduate Support Specialist, you will:
- Provide administrative support to BDM’s, Underwriters, Credit Analysts and Settlement Officers
- Input loan applications in a timely and accurate manner
- Order and follow-up on valuation requests
- Allocate leads, emails and faxes
- Conduct customer checks (credit, employment and fraud etc.)
- Manage a high volume of internal and external customer enquiries
- Resolve internal issues, provide feedback and enhance cross-departmental relations
- Promote compliance

To be successful in this role, you will possess the following skills and traits:
- 2018-2019 Degree level education (Business or Finance)
- Superior tact, sensitivity and professionalism
- Corporate administration or customer service experience
- Attention to detail and high levels of accuracy
- An engaging personality with a team-first mentality

The successful candidate can expect a starting salary of 50-60k, an excellent working environment, a solid team culture and extensive benefits.

Graduate Accountant
ALRA | Australia’s Leading Recruitment Agency • Newcastle, Australia
NEW • Posted 18 hours ago • Be among the first 25 applicants

How you match
Criteria provided by job poster

Skills
- Financial Management Services
- Personal Bankruptcy
- Accounting
- Corporate Advisory
- Financial Accounting
- Liquidation
- Financial Analysis
- Restructuring
- Corporate Recovery
- Receivables
Level of education
Bachelor’s Degree

Graduate Accountant - Develop a Broad Skill Set?

- Develop Your Technical Skills in the Insolvency Space.
- Highly Varied Workload to Ensure You’re Constantly Interested & Learning.
- Be Fully Supported in Your Career Development, Progression & CA/CPA Completion.

The major advantage of this role is the varied workload that you will be exposed to. Being in a smaller city like Newcastle, you’ll be engaged in a much more varied workload compared to larger cities such as Sydney. This mixture of work will keep you constantly interested whilst ensuring that you develop a broad technical skill set.

You’ll be exposed to both Corporate Insolvency (Voluntary Administrations, Receivables) and Personal Insolvency engagements (Bankruptcy, Part IX’s, X’s & X’I’s). You will not be pigeon holed in any way.

Why You’ll Love the Firm

This specialist insolvency firm is modern and welcoming. All the Directors are passionate about what they do and it’s clear that this really flows through to the teams that they work with. The team members all have a passion for Insolvency and want to forge a career in the industry.
Assistant Accountant

Hays • Melbourne CBD, Melbourne, Australia
Posted 2 weeks ago • Over 200 applicants
1 company alum works here

• Melbourne CBD Fringe Location
• Permanent Position
• Immediate Start
• Above Market Salary
• Non-Financial Incentives

Assistant Accountant Role
Permanent Position
Immediate Start

Your new company
This is a unique opportunity to join one of Melbourne’s leading retail companies. Due to recent growth they require an experienced Assistant Accountant on a permanent basis. This organisation has integrity at the centre of everything they do and their quest for excellence is never ending.

Your new role
Prepare to be challenged in a role where no two days are the same, with exposure to various aspects of the company you will have an opportunity to expand your skill set. You will be reporting directly to the Financial Controller. Your duties will include;

• Reconciling and maintaining the general ledger and accounts
• Processing Journals
• Balance Sheet Reconciliations
• Full Function Accounts Payable
• Full Function Accounts Receivable

What you’ll need to succeed
To be successful in this role you will have:

• Degree in Accounting, Finance, Commerce, Economics or related fields.
• Part Qualified in CA or CPA.
• Brilliant skills in Excel.
• Proficiency in other Microsoft Programs.
• Previous accounting experience.

Seniority Level
Mid-Senior level

Industry
Accounting

Employment Type
Full-time

Job Functions
Accounting/Auditing

Graduate Account Manager - FMCG

IRI • Melbourne, Australia
Posted 1 week ago • 41 applicants
1 company alum works here

We have an entry level opportunity based out of our St Kilda Rd-Melbourne office for one lucky person!

What’s in it for you?

• An opportunity to learn, grow and progress in a leading global agency
• A team dedicated to lead in their industry, who have a lot of fun along the way
• Progressive learning and development programs to support your growth
• An environment where you can be yourself
• Flexible working hours
• Casual dress code
• Opportunities to give back to the community with Charity Days
• Attractive salary package
• Perfect office location in the heart of Melbourne - St Kilda Rd with trams at the doorstep

What’s in it for us?

We are looking for a talented individual who wants to get their foot in the door and learn about the FMCG sector and how we use our data insights to manage our key Client accounts. Some work experience will help your application and a strong academic background is a must. We are looking for someone who:

• Has tertiary qualification in a commercial/business field (preferred)
• Is confident working with numbers
• Has very good attention to detail
• Is an excellent communicator
• Is comfortable working autonomously or as part of a project team
• Is a reliable, organised and positive team player
• Has customer service experience (preferred)

What you’ll be doing (after we teach you everything you need to know):

How you match
Criteria provided by job poster

Skills
• Fast-Moving Consumer Goods (FMCG)
• Client Accounts
• Analytical Skills
• Customer Service
• Communication
• Customer Relationship Management (CRM)
• Business Insights
• Training & Development
• Flexible Schedule
• Customer Experience

Job Details
Seniority Level
Entry level

Industry
Computer Software,
Information Technology & Services,
Management Consulting

Employment Type
Full-time

Job Functions
Marketing, Analyst,
General Business
Junior Business Development Manager
Pulse Recruitment - Sales Jobs & Coaching Specialist • Sydney, Australia
NEW • Posted 3 hours ago • Be among the first 25 applicants

Fully structured development - take the opportunity to ENTER into corporate FinTech / FX space that will launch a career!

- Fully structured on-boarding and 6 week training program
- Rare opportunity to enter into Corporate FinTech whose disputed the market
- We are looking for sales and business acumen combined with the ‘can-do’ attitude

THE COMPANY

THE fastest growing FinTech Company in Europe that lead the trends in finance; since their launch into the Australian market in 2017 have disputed the was B2B FX is done. Working with over 24,000 businesses, transacting in more than 140 countries and traded $12.5B in foreign exchange, this company is backed by the most respected technology investors. This ambitious, exciting company with enormous expansion plans operate under the philosophy, without boards there is no limit to where you can take your business.

The success is within their people.

They are driven and inspired and the culture is something they protect carefully. Being passionate about what they do – as an employee here you are immediately part of a vibrant culture where you are encouraged to work hard and play hard.

THE REQUIREMENTS

- A completed Bachelor or equivalent experience demonstrating acumen
- An understanding of Finance, Financial Technology and/or FX
- Someone passionate about the industry and follows the markets
- A true hunters mentality

How you match
Criteria provided by job poster

Skills
- Business
- FinTech
- Financial Technology
- Business Acumen
- Business-to-Business (B2B)
- Sales
- Business Development
- Start-ups
- Lead Generation
- Marketing

Level of education
- Bachelor's Degree

Contact the job poster
Patrick Ormsby
Candidate Manager
Send InMail

Graduate Insolvency Accountant
ALRA | Australia's Leading Recruitment Agency • Sydney, New South Wales, Australia

Posted 2 days ago • Be among the first 25 applicants

Graduate Insolvency Accountant

- No Experience Required; Just Drive & Aptitude.
- Be Fully Supported in Learning & Development.
- Full CA / CPA Support & Mentorship.

Why Choose this Firm?

This specialist insolvency firm is committed to bringing you on at entry level and supporting you through all aspects of your technical development. What they are looking for in the right candidate is drive, aptitude and someone who is personable.

Your Success?

You’ll be mentored by a very hands-on Manager who is patient and is committed to seeing you succeed. This will mean big improvements in your knowledge and technical ability when compared to the limited exposure you’d get in some of the larger environments. With a priority being placed on continual advancement you will supported through:

- Full CA / CPA support;
- Study days and time off for exams;
- Hands on training related to your study;
- Mentorship on both technical and client liaison skills;
- Regular monthly seminars / presentations from some of the strongest people in the Accounting industry;
- Internal promotions – they are proud of their loyalty shown towards staff and always look to promote from within before looking outside, hence tending to only hire at the junior level.

How you match
Criteria provided by job poster

Skills
- Financial Management Services
- Personal Bankruptcy
- Accounting
- Corporate Advisory
- Financial Accounting
- Liquidation
- Financial Analysis
- Restructuring
- Corporate Recovery
- Receiverships

Level of education
- Bachelor's Degree

Job Details
Seniority Level
Entry level

Industry
Accounting, Financial Services

Employment Type
Full-time

Job Functions
Accounting/Auditing, Management
Inside Sales - Graduate
SoftwareONE • Sydney, New South Wales, Australia
NEW • Posted 11 hours ago • Be among the first 25 applicants

Are you looking for a challenge in a global environment? Do you like to communicate and interact closely with our external & internal customers and partners? Are you an authentic, engaged and motivated team player who is eager to constantly learn and evolve?

SoftwareONE is one of the fastest growing companies in the IT sector, with over 40% growth per year over the last 5 years – join us and be part of our growth story! Privately owned since 1985, SoftwareONE is redefining the technology solutions landscape as the thought leaders in Software Portfolio Management (SPM) services. By combining our commercial, technology, compliance and governance expertise into a balanced SPM service offering, we support our customers by ensuring their IT investments are cost-effectively road-mapped towards their unique business needs.

The Inside Sales Executive works together with the Business Development Manager to develop and maintain relationships with new and existing clients in order to increase revenue and ensure that SoftwareONE products and services consistently meet client needs. Responsible for providing sales quotations, sustaining and renewing client contracts, answering customer queries and pursuing new customer opportunities.

- Ability to establish and expand relationships within each customer.
- Grows and maintains existing customer and partner relationships through proactive activity.
- Receives incoming calls and makes outbound calling to customers as needed.
- Day-to-day customer and partner requests which include licensing knowledge and proposal/quote creation, along with opportunity management.
- Supports the sales effort and updates the database and communicates changes within the company.
- Opportunity creation and management with aligned BDMs and set up customers in SoftwareONE internal systems.
- Develops strong knowledge of leading industry trends through on-going training with software publishers.

How you match
Criteria provided by job poster

Level of education
Bachelor's Degree

Contact the job poster
PRIYADHARSHINI RAJARATHINAM
APAC Lead Talent Acquisition
Send InMail

Junior Accountant
Hays • Canberra, Australia
Posted 1 week ago • 36 applicants

1 company alum works here

Applied 3 minutes ago • See application

Are you in an Accounting Firm looking to take a step into the commercial market? Take the step now!

Your new company
This ASX listed company are experiencing a demand for a Junior Accountant to join their team and eventually take over as the Finance Manager. With a great presence in the emerging energy markets it is time to make the move from Public Practice and join a successful business.

Your new role
Directly reporting to the Financial Controller you will be responsible for looking after:
- Financial reporting
- Financial statements
- Contractual obligations
- Knowledge on taxation and Australian accounting standards.
- Operational requirements (Accounts Payable, Receivable, End of Month)

What you’ll need to succeed
As the successful candidate you will be CA or CPA qualified with 2-3 years experience in Tax & Business Services or be a qualified accountant from a bookkeeping firm.

What you’ll get in return
In return you will be offered a step into the commercial market and paid an attractive salary package with opportunity to influence the internal controls whilst assisting the broader team.
Graduate Account Executive

Talent • Sydney, Australia

NEW • Posted 4 minutes ago • Be among the first 25 applicants

Applied just now • See application

Immediate start opportunity for a recent Graduate looking to join a fast-paced advertising agency working with some of the world’s biggest names in telco, media, financial services and tech.

Based in the heart of awesome Surry Hills you will work on multi-channel campaigns for some of the agencies top-tier clients and support an experienced Senior Account Manager - you will be a key member of the team and be given ongoing training and development whilst working with a truly awesome bunch of people.

Requirements
- Positive and vibrant personality with a creative and nothing is impossible mindset.
- Display organisational and multi-tasking skills.
- Exceptional attention to detail.
- A self-starter, and passionate to work in a busy agency environment.
- Previous agency experience advantageous but not essential.

For full details please contact Tori on 02-82408573 or email tori.gibson@talentinternational.com

How you match

Criteria provided by job poster

Skills
- Training
- Financial Services
- Account Management
- Creative Agency
- Advertising
- Finance
- Training & Development
- Telco
- Multi-channel Marketing
- Campaigns

Job Details

Seniority Level
Entry level

Industry
Marketing & Advertising

Employment Type
Full-time

Job Functions
Marketing

Accounts Assistant

Clarke & Humel • Sydney, Australia

NEW • Posted 2 hours ago • Over 200 applicants

Applied just now • See application

Is this you?
Detail. Detail. This valued role full-time within our Team is perfect for a motivated, self-starter who doesn’t miss a beat. A natural communicator, you’re clear, concise and resourceful. You see your role as much about the people as it is about the numbers. Down-to-earth, authentic and real. You’re a people-person with an eagle eye for detail. You’ll thrive in a vibrant agency with a hard-working, passionate team.

Day-to-Day Activities
- Analyse, process and control the reconciliation of the general account
- Collate & enter supplier invoices for payment
- Reconciliation of Sales & Property Management Trust accounts
- Settlement accounting & paperwork

To be successful in this role experience is preferred in the following areas;
- Real Estate Accounts

You’ll have:
- Accounting qualification
- Right to work in Australia
- Proven organisational & administrative skills
- Sound oral and written communication skills
- Task focused
- Good interpersonal skills
- Knowledge of Financial principals and procedures
- Ability to work in a team and ability to work autonomously and demonstrate initiative
- Computer literacy including: MS Word, MS Excel, Experience in accounting software (eg. MYOB, Xero or similar), Internet & E Mail
- Time management, ability to meet deadlines
- Excellent problem-solving skills

How you match

Criteria provided by job poster

Skills
- Microsoft Excel
- Microsoft Word
- MYOB
- Account Reconciliation
- Accounting
- Financial Accounting
- Teamwork
- Problem Solving
- Finance
- Financial Reporting

Level of education
- Associate’s Degree

Contact the job poster

Donna Warren
Operations Manager

PREMIUM
Send InMail

Job Details

Seniority Level
Entry level

Industry
Finance & Banking Traineeship (AU)
Mountbatten Institute, Asia Pacific Regional Office • Sydney, Australia
Posted 1 day ago • Be among the first 25 applicants

Gain Professional Experience in London or New York for 1-year! Finance, Banking & Business Traineeships

Your passport to the world of banking & finance in New York or London!
Get a Foot Hold in the World’s Business Centers: London & New York. Established since 1984, the Mountbatten Institute’s programme offers you a life-changing experience in the form of a one-year paid Traineeship in a leading multi-national company.

This international programme is open to all nationalities with over 100 roles offered each intake. We offer 2 intakes per year, March and August. We are currently accepting applications for the August 2019 intake.

The traineeship offers “full time paid work experience” (usually from 9 am – 5 pm, 5 days a week)

Citi • HSBC • Bank of America • Blackrock • Liquidnet • Institutional Investor • Royal Bank of Scotland • Thomson Reuters • Dow Jones • Moody’s • AXA Equitable • Broadridge Financial Solutions • Prospect Capital • many more

The traineeship provides:
Monthly stipend (salary) • Free Shared Accommodations (fully furnished apartments) • Health Care • Annual Leave • Utilities Allowance

Requirements:
1. Minimum one year business related office-based work experience
2. Bachelor’s degree in any field (minimum GPA 3.0 or 2:2/second class honours)
3. IELTS minimum 6.5 overall or TOEFL minimum 575 paper-based test (or 90 for internet-based test); Cambridge “O” levels English test score of “C” or above also accepted for non-native speakers

There are 2 intakes every year: March and August. We are currently accepting applications for the August 2019 intake (application deadline: 28 April 2019).

Junior Business Analyst
Hays • Perth, Australia
Posted 6 days ago • 44 applicants

1 company alum works here

How you match
Criteria provided by job poster

Skills
- Microsoft Excel
- Business
- Banking
- Finance

Level of education
- Bachelor’s Degree

Job Details
Seniority Level
Internship
Industry
Banking, Financial Services
Employment Type
Internship
Job Functions
Analyst, Finance, Business Development

Junior Position
On The Job Training
Australian Citizens Only

Exciting opportunity for a Junior Business/System Analyst to join a national organisation.

Your new company
Your new company is a national organisation involved in the resource sector, located in the CBD.

Your new role
In your new role you will be responsible for scoping and documenting user requirements relating to the organisation's bespoke system developments. You will be involved in system user testing, process mapping and business improvement.

What you’ll need to succeed
As the successful candidate you will have some experience working on business or systems analysis projects. You will have strong stakeholder management and communication skills, as well as, experience in user testing. Further to this you will have strong documentation and administration skills. This position is suited to someone in the beginning stages of their Business Analyst career.

What you’ll get in return
On offer is an initial 6 month contract, with the view to offer a permanent role with the organisation.

What you need to do now
If you’re interested in this role, click ‘apply now’ to forward an up-to-date copy of your CV, or call Ben Shipp 9226 0999 now.
If this job isn’t quite right for you but you are looking for a new position, please contact us for a confidential discussion on your career.
Sales Representative (Fresh Graduate Welcomed)

Energizer Holdings • Sydney, New South Wales, Australia
NEW • Posted 2 hours ago • Be among the first 25 applicants

Position Summary
Sales are a key part of our growth and we are looking for a high potential individual. We value and reward our sales professionals. Covering the entire NSW area, this is a role where we offer independence and autonomy, coupled with achievable targets and a high level of inclusive and positive support.

You will be provided a platform for progression into an Account Manager role in time to come, and gain exposure into multiple channels – Independent Food/Grocery; Electrical Wholesale/Retail; Independent Hardware.

You will need to be a ‘people-person’ as you will enjoy working closely with a variety of people – everyone from the Sales Support Merchandiser through to a range of store managers. You will lead on selling new lines, and maintaining regular call cycles.

Required Skills and Experience
- Degree in Business, Marketing, Commerce or related disciplines
- Fresh graduate or up to 3 years of relevant experience within the FMCG/CPG Sector (preferably in Grocery / Electrical Wholesale/Independent Hardware channel)
- Strong communication and influencing skills, and a passion and drive for success
- Proven track record in the management of existing accounts coupled with negotiation, objection handling and problem-solving skills
- Highly motivated and achievement-driven, with the ability to communicate at all levels

How you match
Criteria provided by job poster
Skills
- Negotiation
- Drive for Success
- Sales
- Wholesale
- Problem Solving
- Objection Handling
- Flexible Schedule
- Independence
- Grocery
- Interpersonal Skills
Level of education
- Bachelor’s Degree

Job Details
Seniority Level
Associate
Industry
Consumer Goods,
Consumer Electronics
Employment Type
Full-Time
Job Functions
Sales

Graduate - Management
Tata Consultancy Services • Sydney, New South Wales, Australia
NEW • Posted 18 hours ago • 43 applicants

How you match
Criteria provided by job poster
Skills
- Research
- Management
- Analytical Skills
- Microsoft PowerPoint
- Communication
- Management Information Systems (MIS)
- Presentations
- Presentation Skills
Level of education
- Master of Business Administration

Contact the job poster
Farzana S
APAC Recruitment(Australi...

Job Details
Seniority Level
Mid-Senior level
Sales Support

A.P. Moller - Maersk • Melbourne, Victoria, Australia
NEW • Posted 4 hours ago • Over 200 applicants

As a Sales Support Associate, you will assist in developing and nurturing a strong, profitable and long-term client relationship through regular customer interaction and business development. This will develop your potential and career opportunities, as well as contribute to your team's and organisation's success.

This is an exciting career opportunity to work in a multinational, Global 500 company that makes global trade happen. You will be interacting daily with colleagues internationally, giving you the opportunity to develop your professional skills in a global environment. We provide support for you to shape your own career by achieving expertise and learning on the job.

We Offer

As the leading ocean transportation carrier in the world, we offer you exciting career opportunities with an international reach to further expand your experience through our diversity-focused and award-winning talent development initiatives.

We offer a competitive compensation and benefits package and are continuously searching for new ways to invest in our talent through ongoing personal and professional development initiatives.

Lastly, as one of the cornerstones of our values, we strive to deliver the right environment for our people while fostering a culture of fairness, mutual respect, responsibility, and care for our business and our customers.

Key responsibilities

How you match

Criteria provided by job poster

Skills

- Communication
- Business
- Market Research
- Freight
- Sales
- Business Development
- Ocean Transportation
- Freight Forwarding
- Supply Chain Management
- Shipping

Job Details

Seniority Level
Entry level

Industry
Import & Export, Maritime, Logistics & Supply Chain

Employment Type
Full-time

Job Functions
Sales, Customer Service,
Junior or Intermediate Tax Accountant
AP Taxation Services • Caulfield North, Victoria, Australia
Posted 6 days ago • 58 applicants

We are hiring again!!

Here at AP Taxation, we are a fast growing boutique practice searching for a vibrant performer to join our team. This vast part time role will have you exposed to many areas of the practice.

Some of the tasks you will be involved in include:
- Preparation of personal and business income tax returns and financial statements
- Preparation and lodgment of activity statements with ATO (eg BAS's etc)
- Assisting in the preparation of SMSF tax returns and financial statements
- Engaging regularly with clients regarding queries in order to ensure job completion in a timely manner and by set deadlines (via phone, email, face to face, Zoom/Skype)
- Tax planning analysis and report preparation and subsequent provision of advice and recommendations to clients (especially this time of year as we approach EOFY)
- Undertaking ASIC compliance work

The ideal candidate should possess the following:

- Exceptional attention to detail, strong analytical skills and good communication skills
- Knowledge and ability to use Xero preferable but not a must
- Possess willingness to learn our practice management system - Xero Practice Manager
- Proficient in Microsoft Office suite (Word, Excel, Outlook and Powerpoint)
- Strong ability to learn and grasp tax concepts
- Strong IT skills given the current cloud based and connected apps environment

How you match
Criteria provided by job poster

Skills
- Analytical Skills
- Microsoft Office
- Report Preparation
- Tax Preparation
- Financial Statements
- Tax Planning
- Self Managed Superannuation Funds (SMSF)
- Xero
- Time Management
- Finance

Contact the job poster
Angelo Papalexio
Principal of AP Taxation Se...
PREMIUM
Send inMail

Assistant Accountant
Ovolo Hotels • Sydney, Australia
Posted 1 week ago • 174 applicants

Are you just like everyone else? Or do you STAND OUT?
Your career in shiny, happy, hip, innovative, edgy hospitality starts here! At Ovolo Hotels we move fast, have fun, and redefine what a Lifestyle hotel can be. Something special is going on here – this is your opportunity to be part of it!

With our recent acquisitions and more to be announced, Ovolo have expanded our presence in the Australian market, we are currently seeking an experienced Assistant Accountant to join our team based at Ovolo Woolloomooloo, this is a fantastic opportunity to join a growing company.

The Gig – Full Time Assistant Accountant
- Full management of accounts payable function
- Ensure trading terms for all suppliers are respected by the hotels and accounts are maintained within credit limits
- Accurately costing expenses to General Ledger and ensure all expenses are duly authorised
- End of month journals and balance sheet accounts reconciliation.
- Assist with P&L review and variance analysis
- Ensure internal control policies and procedures are operating effectively
- Ensure the professional running of the accounting functions to maximise revenue, protect the assets of the Hotel and minimise risk
- Effectively liaise with all stakeholders including suppliers and hotel managers

About You...
You will have the ability to work to tight deadlines and in a fast-paced work environment. Your "can-do" attitude will support the team across a range of other finance areas.
- Must have experience in AP
- Proficient in SUN system and large ERP system is highly preferred

How you match
Criteria provided by job poster

Skills
- Balance Sheet
- Journal Entries
- Accounting
- Financial Accounting
- Financial Analysis

Level of education
- Bachelor's Degree

Job Details
- Seniority Level Mid-Senior level
- Industry Hospitality, Food & Beverages
- Employment Type Full-time
- Job Functions Analyst, Finance, Accounting/Auditing
Assistant Client Executive

Honan Insurance Group - Brisbane, Queensland, Australia
Posted 2 weeks ago • 40 applicants
Applied 1 day ago • See application

WHO ARE WE?
When you think insurance, you may not think passion, but Honan is different from other insurance brokers in all the right ways – we strive to bring more, do more and create a genuine difference for our people, partners and clients.

As an Australian company operating since 1954, we know what it takes to achieve growth and stability. We believe it starts with our people and supporting their potential. We now provide a full range of insurance, risk and financial services and are recognised as one of the industry leaders in the Asia-Pacific region.

With offices across Australia and in Singapore and Malaysia, and exclusive access to the global Worldwide Broker Network, we’re big enough to offer you the world, but small enough to keep it personal. If you’re courageous, determined, and have an entrepreneurial spirit – you’ll find your next step to success at Honan.

We are seeking an Assistant Client Executive to join our Real Estate Solutions team in Brisbane to service & develop an existing Insurance portfolio, including:

- Residential & Landlords Insurance
- Commercial Property Insurance
- Real Estate Professional Indemnity Insurance

You will develop on the job through ongoing education and mentoring. The chance to develop knowledge and further your career exists at Honan.

WHO ARE YOU?
Technical Skills
- A completed Bachelor’s degree – preferred
- Strong time management skills
- A high proficiency in Microsoft Office

Soft Skills

How you match
Criteria provided by job poster

How you match
Criteria provided by job poster

Skills
- Communication
- Microsoft Office
- Business
- Financial Services
- Property Claims
- Tech-savvy
- Entrepreneurship
- Time Management
- Landlords Insurance
- Real Estate

Job Details
Seniority Level
Entry level

Industry
Insurance, Financial Services

Employment Type
Full-time

Job Functions
Administrative, Customer Service
9.3. Responses towards institutionalized profile

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<th>Level</th>
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112
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<th>Role</th>
<th>Location</th>
<th>Experience</th>
<th>Status</th>
<th>Response</th>
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<td>10.04.2019 17:34</td>
<td>Junior Accountant Management FM</td>
<td>Entry Level</td>
<td>1001-50000</td>
<td>Melbourne, Vic</td>
<td>1 week ago</td>
<td>no reaction</td>
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<tr>
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<td>Assistant Accountant</td>
<td>Mid-Senior Level</td>
<td>5001-10000</td>
<td>Melbourne, Vic</td>
<td>2 weeks ago</td>
<td>Automatic Response Email</td>
</tr>
<tr>
<td>15.04.2019 09:08</td>
<td>Business Development Manager</td>
<td>Entry Level</td>
<td>2-10</td>
<td>Sydney, NSW</td>
<td>3 hours ago</td>
<td>no reaction</td>
</tr>
<tr>
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<td>Mid-Senior Level</td>
<td>5001-10000</td>
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<td>no reaction</td>
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<tr>
<td>16.04.2019 20:41</td>
<td>Inside Sales-Graduate</td>
<td>Entry Level</td>
<td>1001-5000</td>
<td>Sydney, NSW</td>
<td>11 hours ago</td>
<td>viewed application (LinkedIn notification) NR</td>
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<tr>
<td>17.04.2019 09:04</td>
<td>Graduate Insolvency Accountant</td>
<td>Entry Level</td>
<td>11-50</td>
<td>Sydney, NSW</td>
<td>2 days ago</td>
<td>viewed application (LinkedIn notification) R</td>
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<td>18.04.2019 07:44</td>
<td>Graduate Account Executive</td>
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<td>201-500</td>
<td>Sydney, NSW</td>
<td>5 min ago</td>
<td>viewed application (LinkedIn notification) R</td>
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<tr>
<td>18.04.2019 07:54</td>
<td>Accounts Assistant</td>
<td>Entry Level</td>
<td>11-50</td>
<td>Marly, NSW</td>
<td>2 hours ago</td>
<td>viewed application (LinkedIn notification) NR</td>
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<tr>
<td>19.04.2019 09:19</td>
<td>Finance and Banking Traineehip Internship</td>
<td>Internship</td>
<td>n/a</td>
<td>Sydney, NSW</td>
<td>1 day ago</td>
<td>message on LinkedIn about further application process NR</td>
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<td>19.04.2019 09:35</td>
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<td>Entry Level</td>
<td>5001-10000</td>
<td>Perth, WA</td>
<td>3 days ago</td>
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<td>23.04.2019 07:35</td>
<td>PwC Fresh Graduates X Associate</td>
<td>Entry Level</td>
<td>5001-10000</td>
<td>Sydney, NSW</td>
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<td>1000 (plus)</td>
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<td>23.04.2019 08:06</td>
<td>Sales Support</td>
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<td>1000 (plus)</td>
<td>Melbourne, Vic</td>
<td>4 hours ago</td>
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<td>24.04.2019 08:11</td>
<td>Market Access Manager</td>
<td>Mid-Senior Level</td>
<td>2-10</td>
<td>Melbourne, Vic</td>
<td>1 day ago</td>
<td>no reaction</td>
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<td>27.04.2019 20:09</td>
<td>Assistant Accountant</td>
<td>Mid-Senior Level</td>
<td>201-500</td>
<td>Sydney, NSW</td>
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<td>no reaction</td>
</tr>
<tr>
<td>29.04.2019 22:51</td>
<td>Business Services Accountant</td>
<td>Entry Level</td>
<td>11-50</td>
<td>Adelaide, SA</td>
<td>14 hours ago</td>
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<td>30.04.2019 16:41</td>
<td>Assistant Client Executive</td>
<td>Entry Level</td>
<td>51-200</td>
<td>Melbourne, Vic</td>
<td>2 weeks ago</td>
<td>viewed via LinkedIn message</td>
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9.4. Responses towards normal profile

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<tr>
<th>Date of Application</th>
<th>Job Title</th>
<th>Level</th>
<th>Company</th>
<th>Size of company</th>
<th>Location</th>
<th>Time of Posting</th>
<th>Feedback</th>
<th>Type of Company</th>
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<tbody>
<tr>
<td>02.03.2019; 15:55</td>
<td>Systems Accountant ANZ</td>
<td>Entry Level</td>
<td>Study Group</td>
<td>1001-5000</td>
<td>Sydney, NSW</td>
<td>3h ago</td>
<td>Automatic Response Email</td>
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<td>02.03.2019; 15:59</td>
<td>Assistant Accountant</td>
<td>Associate</td>
<td>Genesis Care</td>
<td>1001-5000</td>
<td>Sydney, NSW</td>
<td>1 week ago</td>
<td>no reaction</td>
<td>NR</td>
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<td>02.03.2019; 16:20</td>
<td>Insurance Graduate Program</td>
<td>Entry Level</td>
<td>Fuse Recruitment</td>
<td>13-50</td>
<td>Brisbane, QLD</td>
<td>2 weeks ago</td>
<td>no reaction</td>
<td>R</td>
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<td>02.03.2019; 16:01</td>
<td>Operations/Finance Assistant</td>
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<td>PTW</td>
<td>201-500</td>
<td>Sydney, NSW</td>
<td>4 days ago</td>
<td>reviewed application (LinkedIn notification)</td>
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<td>Accounts Receivable Administrator</td>
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<td>Ferrero</td>
<td>10000 (plus)</td>
<td>North Sydney, NSW</td>
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<td>reviewed application (LinkedIn notification)</td>
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<td>04.03.2019; 10:59</td>
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<td>Hays</td>
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<td>Sydney CBD, NSW</td>
<td>5 hours ago</td>
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<td>Cox Purcell Staffing Sr</td>
<td>13-50</td>
<td>Northwood, Sydney, NSW</td>
<td>3 days ago</td>
<td>no reaction</td>
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<td>07.03.2019; 10:51</td>
<td>Intermediate Accountant</td>
<td>Entry Level</td>
<td>DEM Asia Group</td>
<td>2-10</td>
<td>Sydney, NSW</td>
<td>3 days ago</td>
<td>reviewed application (LinkedIn notification)</td>
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<td>07.03.2019; 10:52</td>
<td>Accountant Assistant</td>
<td>Entry Level</td>
<td>JD Taxation Services</td>
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<td>East Brisbane, QLD</td>
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<td>07.03.2019; 10:53</td>
<td>Junior Accounts Payable</td>
<td>Entry Level</td>
<td>Light Recruitment Pty Ltd</td>
<td>2-10</td>
<td>Newcastle, NSW</td>
<td>1 week ago</td>
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<td>Melbourne, Vic</td>
<td>4 weeks ago</td>
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<td>Entry Level</td>
<td>Public Sector People</td>
<td>11-50</td>
<td>Melbourne, Vic</td>
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<td>12.03.2019; 08:42</td>
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<td>Fuse Recruitment</td>
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<td>1 week ago</td>
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<td>Entry Level</td>
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<td>BSA Limited</td>
<td>1001-5000</td>
<td>Belmont, WA</td>
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<td>Entry Level</td>
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<td>Entry Level</td>
<td>Gamba</td>
<td>11-50</td>
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<td>ALRA</td>
<td>11-50</td>
<td>Sydney, NSW</td>
<td>2 weeks ago</td>
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<td>Entry Level</td>
<td>GOW Recruitment</td>
<td>11-50</td>
<td>Sydney, NSW</td>
<td>4 days ago</td>
<td>no reaction</td>
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<td>Graduate Accountant</td>
<td>Entry Level</td>
<td>ALRA</td>
<td>11-50</td>
<td>Newcastle, NSW</td>
<td>18 hours ago</td>
<td>no reaction</td>
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<td>1001-5000</td>
<td>Melbourne, Vic</td>
<td>1 week ago</td>
<td>no reaction</td>
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<td>Role</td>
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<td>Organisation/Location</td>
<td>Position</td>
<td>Salary Range</td>
<td>Location</td>
<td>Time Since Application</td>
<td>Action</td>
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<td>15.04.2019</td>
<td>10:08</td>
<td>Senior Business Development Manager</td>
<td>Entry Level</td>
<td>Pulse Recruitment</td>
<td>2-10</td>
<td>Sydney, NSW</td>
<td>3 hours</td>
<td>interviewed</td>
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<td>15.04.2019</td>
<td>09:15</td>
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<td>Mid-Senior Level</td>
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<td>5001-10000</td>
<td>Canberra</td>
<td>2 weeks</td>
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<td>viewed application</td>
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<td>17.04.2019</td>
<td>09:01</td>
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<td>AI PA</td>
<td>11-50</td>
<td>Sydney, NSW</td>
<td>2 days</td>
<td>viewed application</td>
<td>viewed application</td>
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<td>18.04.2019</td>
<td>07:51</td>
<td>Graduate Account Executive</td>
<td>Entry Level</td>
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<td>201-560</td>
<td>Sydney, NSW</td>
<td>5 mins</td>
<td>viewed application</td>
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<tr>
<td>18.04.2019</td>
<td>07:54</td>
<td>Accounts Assistant</td>
<td>Entry Level</td>
<td>Clarke &amp; Humel</td>
<td>11-50</td>
<td>Marly NSW</td>
<td>2 hours</td>
<td>viewed application</td>
<td>viewed application</td>
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<td>Finance and Banking Traineeship Internship</td>
<td>Mountbatten Institute</td>
<td>n/a</td>
<td>Sydney, NSW</td>
<td>1 day</td>
<td>message on LinkedIn about further application process</td>
<td>viewed application</td>
<td>NR</td>
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<tr>
<td>23.04.2019</td>
<td>07:53</td>
<td>Representative Fresh Graduates W</td>
<td>Associate</td>
<td>Energizer Holdings</td>
<td>5001-10000</td>
<td>Sydney, NSW</td>
<td>2 hours</td>
<td>viewed application</td>
<td>viewed application</td>
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<tr>
<td>23.04.2019</td>
<td>07:54</td>
<td>Graduate Management</td>
<td>Mid-Senior Level</td>
<td>BCA Consultancy Service</td>
<td>10002 (plus)</td>
<td>Sydney, NSW</td>
<td>18 hours</td>
<td>viewed application</td>
<td>viewed application</td>
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<td>24.04.2019</td>
<td>08:20</td>
<td>Market Access Manager</td>
<td>Mid-Senior Level</td>
<td>Hays Executive Search</td>
<td>2-10</td>
<td>Melbourne, Vic</td>
<td>1 day</td>
<td>viewed application</td>
<td>viewed application</td>
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<td>26.04.2019</td>
<td>08:17</td>
<td>Junior Tax Accountant</td>
<td>Entry Level</td>
<td>AP Taxation Services</td>
<td>n/a</td>
<td>Caulfield North, Victoria</td>
<td>6 days</td>
<td>viewed application</td>
<td>viewed application</td>
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<td>27.04.2019</td>
<td>09:11</td>
<td>Assistant Accountant</td>
<td>Mid-Senior Level</td>
<td>Ovolo Hotels</td>
<td>201-500</td>
<td>Sydney, NSW</td>
<td>1 week</td>
<td>viewed application</td>
<td>viewed application</td>
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<td>29.04.2019</td>
<td>09:48</td>
<td>Business Services Accountant</td>
<td>Entry Level</td>
<td>Accounting Jobs</td>
<td>11-50</td>
<td>St Leonards, NSW</td>
<td>14 hours</td>
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<td>viewed application</td>
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<td>30.04.2019</td>
<td>09:44</td>
<td>Assistant Client Executive</td>
<td>Entry Level</td>
<td>Honan Insurance Group</td>
<td>51-200</td>
<td>Melbourne, Vic</td>
<td>2 weeks</td>
<td>Automatic Response Email</td>
<td>R</td>
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