

Mapping the landscape of online job vacancies

Background report: Greece

Study: Real-time labour market information on skills requirements: Setting up the EU system for online vacancy analysis

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Preface

Over the last decades, online job portals have become important features of the job market. The Internet offers a rich source of live and real-time labour market information for almost all of occupations. It can provide insight on job-specific skills required in particular occupations in different regions, combined with information on the characteristics of the job offered – i.e. much more than is available using conventional sources. However, consistent and comparative information on the use of the internet and online job market by job-seekers and employers in Europe is rather scarce.

To tap the potential of online labour market information, Cedefop started to investigate the possibility to develop a system for gathering and analysing data from online job portals in the EU to complement the centre's toolkit of skills intelligence instruments. While this is feasible, drawing meaningful conclusions from these data requires a good understanding of the features of national online job markets. Therefore, Cedefop has mapped the landscape of the online job market in all EU Member States. This publication presents one of the background country reports developed in the project - 'Real-time labour market information on skills requirements: Setting up the EU system for online vacancy analysis' (AO/DSL/VKVET-GRUSSO/Real-time LMI 2/009/16). Its findings will inform the cross country comparison published in the upcoming synthesis report.

The work was undertaken by a consortium of external contractors: CRISP (Milano/IT), Tabulaex (Milano/IT) and IWAK (Frankfurt/DE) and their network of country experts (see annex 1 for detailed list) and closely supervised by Cedefop. It presents authors' analysis of the landscape of the online job portal market in the country using a methodology developed for the purpose of the project.

Index

<i>Introduction</i>	6
1. Methodology	7
1.1. Search Paths	7
1.2. Data Sources	10
1.2.1. <i>Public Data/Academic Research</i>	10
1.2.2. <i>Research/Surveys of Interest Groups</i>	10
2. Labour Market Dynamics and Impact on the Online Job-portal Market	13
2.1. The Effects of the Greek Crisis on the Labour Market	13
2.2. Digitalisation	14
3. Context and Characteristics of the Online Job-portal Market	15
3.1. PES Online Job-portal(s)	15
3.1.1. <i>Legal/Regulatory Framework</i>	15
3.1.2. <i>Organisational Structure of the PES Online Job-portal(s)</i>	16
3.1.3. <i>Focus of the PES Online Job-portal(s)</i>	16
3.1.4. <i>Posting of PES Vacancies on EURES</i>	17
3.2. Private Online Job-portals	18
3.2.1. <i>Legal/Regulatory Framework</i>	18
3.2.2. <i>Dominant Online Job-Portals and Their Business Models</i>	19
3.2.3. <i>Focus of the Private Online Job-portals</i>	21
3.2.4. <i>Outreach of the Private Online Job-portals</i>	22
3.3. Co-operation Between Public and Private Online Job-portals	22
3.4. Role of other Recruitment and Job-search Channels	22
3.5. Expected Trends in the Online Job-portal Market	24
4. Use OJVs in Recruitment and Job Search	26
4.1. Use of OJVs in the Recruitment of Labour	26
4.2. Use of OJVs in Job-search	27
4.3. Expected Trends in the Use of OJVs in Recruitment and Job-search	28
5. Identifying Online Job-portals for Web-crawling	29
5.1. Documentation of the Job-portal Research Process	29
5.1.1. <i>Identifying the Online Job-portals Through Google Search</i>	29
5.1.2. <i>Identifying the Online Job-portals Through Expert Interviews</i>	29
5.1.3. <i>Validating the Selection of Online Job-portals</i>	30
5.2. Conditions for Drafting and Posting OJVs in the Selected Job-portals	30
5.2.1. <i>Drafting and Posting an OJV on the PES Online Job-portal</i>	30
5.2.2. <i>Drafting and Posting an OJV on a Private Online Job-portal</i>	31
5.3. Contacting the Online Job-portal Owners	34

6. Format and Content of OJVs	35
6.1. Legal/Regulatory Framework	35
6.2. Format of OJVs	35
6.3. Content of OJVs	36
6.4. Main Differences between the Public and Private Online Job-portals	38
6.5. Expected Trends in the Format and Content of OJVs	38
References	40
Statistics	40
Laws	40
Reports and Surveys	40
Websites	42
Expert Interviews	42
Annex	42

List of Abbreviations

ADEDY	Confederation of Public Servants
AUEB	Athens University of Economics and Business
EC	European Commission
EU	European Union
ECB	European Central Bank
EEDE	Hellenic Management Association
EIMAD	Hellenic Institute of Human Resources Management
EGSSE	National General Collective Labour Agreement
EKKE	National Centre for Social Research
ELSTAT	Hellenic Statistical Authority
ESS	European Statistical System
EURES	European Employment Services
GDP	Gross Domestic Product
IMF	International Monetary Fund
OAED	Manpower Employment Organization
OEE	Workers Fund Organization
OJVs	Online Job Vacancies
PES	Public Employment Service
SETE	Association of Greek Tourism Enterprises
SEV	Hellenic Federation of Enterprises
SNWs	Social Networking Websites
VET	Vocational Education and Training
YPAKP	Hellenic Ministry of Labour and Social Security and Solidarity

Introduction

With the project “Real-time Labour Market Information on Skill Requirements: Setting up the EU System for Online Vacancy Analysis”, Cedefop explores online job-vacancies (OJVs) as a new source of real-time Labour Market Information. By crawling the most important online job-portals of the 28 EU Member States, Cedefop will further its understanding of the changing skills demand in different sectors and occupations. A systematic overview of the online job-portal landscape in each of the 28 EU Member States will identify the most relevant online job-portals and provide context for the data scraped from them. With the Landscaping Activity, Cedefop seeks to acquire insights into the structure of online job-portal markets and the extent to which online job-portals are used in recruitment and job-search. Furthermore, it aims to better understand which factors cause variation in the formats and content of OJVs in different countries.

This Country Report was compiled between January and February 2018 and constitutes a first overview of the online job-portal landscape in Greece. It is based on desk research of available data sources in Greece (e.g. public data, academic research and publications of interest groups) and expert opinions. Chapter 1 describes the methodology used for compiling the report in terms of the relevant search paths and data sources. Chapter 2 gives an overview of the main drivers for the use of online job-portals in recruitment and job-search, while Chapter 3 concentrates on the characteristics of the online job-portal market and lists the most important players. Moreover, it seeks to understand to what extent OJVs published on the online job-portals provide adequate information on the developments in the Greek labour market in terms of the number of vacancies and representation of sectors/occupations. Furthermore, it elaborates on the legal and regulatory framework guiding the activities of the job-portal owners and employers, highlights the differences between the public versus private online job-portals and delineates their relationships with one another. Chapter 4 covers the use of online job-portals in recruitment and job-search. It focuses on the differences in the behaviour of employers and job-seekers across sectors, occupations, qualification levels and regions. Chapter 5 presents the most important online job-portals in Greece for web-crawling and describes a step by step process of the OJV drafting and posting on select private and public online job portals. Chapter 6 concludes the Country Report by describing the main features of OJVs in Greece in terms of format and content. In particular, it explores to what extent OJVs contain information pertaining to hard and soft skills required for the job, how these skills are characterised and what they reveal about the nature of the job.

1. Methodology

1.1. Search Paths

This Country Report was compiled between 14 January and 15 February 2018 and is the first comprehensive overview of the online job-portal landscape in Greece. The key words informing the desk research were determined by analysing Google Trends and by viewing the landing page of the two most significant job portals in Greece. We entered specific search terms in the Greek language and Romanised Greek/Greeklish ⁽¹⁾ into Google and Google Trends. We also entered search terms into Google Scholar (see Section 1.2.1.)

Search term 1	Combined with search term 2	Number of hits for the search terms
Αγγελιες (posts or ads)	Εργασιας (job)	600,000 results
Δουλεια (another term for the job, but less formal)	Ψαχνω δουλεια (I am looking for a job)	191,000 results
Καριερα (career)		456,000 results
Προσληψεις (selection)		2,890,000 results
Θεσεις εργασιας (job vacancies)		486,000 results

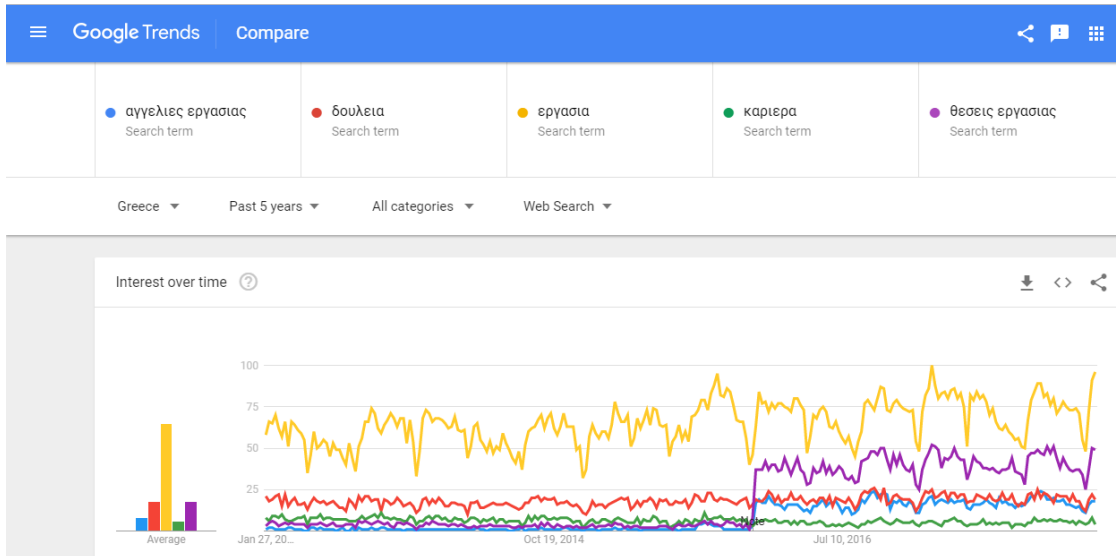
The keywords in the table are colour coded according to Google Trends' colouring scheme. Trends is Google's tool to provide an unbiased sample of Google search data (Rogers, 2016). The data is anonymised, categorised according to each topic's search query, and aggregated. We used Google Trends to measure the interest in searching for available online job vacancies (OJVs) in Greece. We searched the keywords Greeks have used to search for OJVs over the last five years. For example, the results showed that between 2014 and 2018, there was an increase in the use of the search term "job vacancies ⁽²⁾" (colour coded in purple in Figure 1). In the Greek language, we use two ⁽³⁾ words that both translate to the English word "job". Google Trends provided us with evidence that the Greek word "εργασία" (colour coded in yellow) is more frequently used in search queries than the word "δουλειά" (colour coded in red).

⁽¹⁾ Romanised Greek is Greek words written using the Latin alphabet. It is colloquially referred to as Greeklish.

⁽²⁾ In Greek "Θέσεις εργασίας"

⁽³⁾ These words are written in Greek "εργασία" (ergasia) and «δουλειά» (douleia)

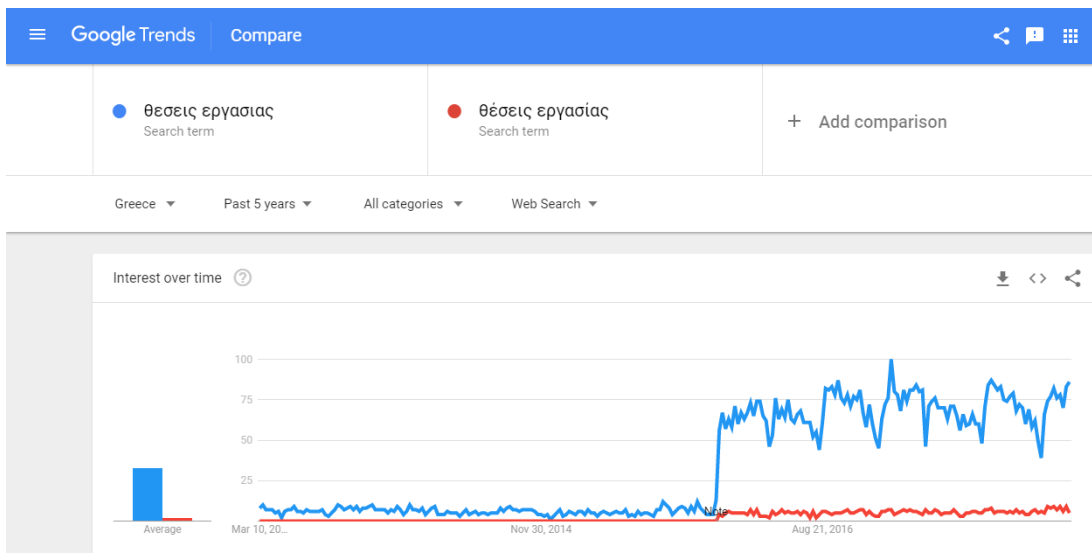
Figure 1: Greek search terms used for job search between January 2014 and January 2018



Source: Google Trends results (22 January 2018).

Google Trends notes that an improvement to Google’s data collection system was applied from 1 January 2016. This explains the break in several search terms in early 2016. Also, the break can be explained with some significant news, events, and launches that took place in Greece since 2016. For example, the opening of the Stavros Niarchos Foundation Cultural Center (a multifunctional arts and recreation complex in Athens) in late 2016 and the launch of Fraport Greece in late 2015 resulting in changes in the maintenance, operation, and management of 14 regional airports in Greece.

Figure 2: Comparison between two Greek search terms with and without using the phonological stress system.



Source: Google Trends results (22 January 2018).

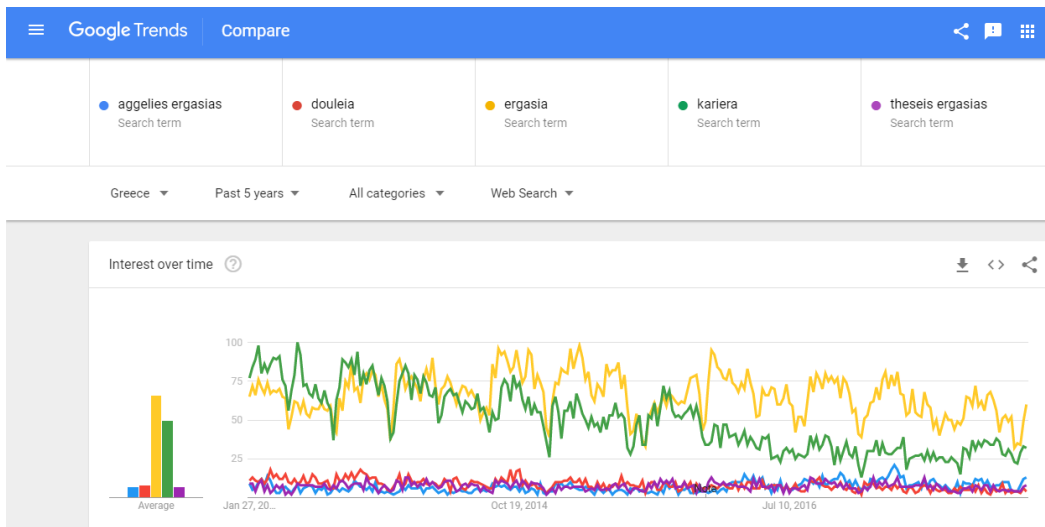
Modern Greek follows a variable stress system for phonological reasons. Nevertheless, for this report, we did not apply the stress system when using the Greek search terms. As shown in Figure 2 the Greek keyword εργασία (colour coded in red) that carries the stress is less frequently searched than the keyword εργασία (colour coded in blue) without the stress.

We also used Google Trends to search terms in Greeklish (⁴):

Search term 1	Combined with search term 2	Number of hits for the search terms
Aggelies ergasias Job posts or Job ads		75,000 results
Douleia Job		276,000 results
ergasia (another term for job but more formal)	Theseis ergasias (job vacancies)	707,000 results
kariera (career)		45,200,000 results

The graph from Google Trends shows that the word in Greeklish “ergasia” is most commonly used in search queries in Greece than any other keyword. Another interesting result that we can extract from the Google Trends search (Figure 3) is that the keyword “kariera” which mainly refers to skilled careers declined over the last five years in Greece.

Figure 3: “Greeklish” search terms used for job search between January 2014 and January 2018



Source: Google Trends results (22 January 2018).

⁴ Currently, Greek internet users and most significantly young people (age groups 15-35) are using a portmanteau of Greek words written using the Latin alphabet, also known as Greeklish or Grenglish. Google Trends showed that search terms, in both Greek and Greeklish are equally used.

1.2. Data Sources

1.2.1. Public Data/Academic Research

The search terms mentioned in Section 1.1. were entered into Google Scholar and EBSCO Host to identify academic research papers. The desk research showed that public data and academic research regarding the online job-portal landscape in Greece are scarce. Most of the research undertaken by interest groups in Greece after 2013 contained information concerning the long-lasting economic recession and its effects on the Greek labour market. For the sake of remaining relevant and current, we searched for public data and academic research that has been published over the last five years.

The available statistical public data regarding the Online Job Vacancies (OJVs) in Greece is limited. The Hellenic Statistical Authority (ELSTAT) served as the primary and most relevant source of information regarding the landscape of OJVs in Greece. As a member of the ESSnet, ELSTAT recently conducted a pilot study on web scraping and produced statistical data about the OJVs in the Greek labour market. Funded by Eurostat, the Big Data ESSnet research investigated the feasibility of using data that relates to OJVs to develop a more accurate impression of the national European labour markets and their official job vacancy statistics.

The academic research related to the field of OJVs in Greece is also limited. The Greek online job market is small compared to other European countries, and the interest of the international academic community is low. A search on Google Scholar as well as on EBSCO host's online research database using the query "Greece AND job boards" or "Greece AND job portals" or "Greek online job vacancies" generates mixed results that do not further understanding on the matter. Few relevant academic research studies have been conducted by Greek scholars, who mainly explore the concept of social media recruiting as opposed to the use of job boards to recruit candidates.

While there is sufficient research on the subject of HRM and e-recruiting, there are only two studies that address the issue of OJVs/online job-portals in Greece. Anastasiou (2014) collected data from three major job portals in Greece to examine their business practices and information given by employers when they advertise their OJVs in Greece. Nikolaou (2014) conducted two surveys in Greece exploring the role of Social Networking Websites (SNWs) among employees/job seekers and recruiters/human resource professionals. Nikolaou's research concluded that Greek job seekers still prefer using job boards to SNWs. Additional articles retrieved from the academic databases proved very helpful; they provided useful insights into topics such as social media recruitment, personnel selection, equal opportunities at work and employment during the years of the Greek crisis.

1.2.2. Research/Surveys of Interest Groups

The Greek job portal Kariera.gr collaborated with the Athens University of Economics and Business (AUEB) ⁽⁵⁾ in 2018 to survey more than 25 companies and 2,899 individuals. They published a research study entitled "Career and Generation Y". The Hellenic Federation of Enterprises (SEV) published a survey in 2015 titled "Business and the Digital Economy: New Job Vacancies. Better Services", which explored the impact of digitalisation in generating new jobs and developing the current services in Greece.

The Hellenic Management Association (EEDE) presented the results of the Conference Board's survey, "Building Capability: Seeking Alignment, Agility & Talent to Innovate & Grow". This survey

⁽⁵⁾ In Greek "Οικονομικό Πανεπιστήμιο Αθηνών".

collected the responses from 605 CEOs, Chairmen and Presidents ⁽⁶⁾. Among other things, these enable us to monitor and understand developments in the labour market. The Conference Board's study aimed to identify the most crucial business challenges and pressing issues that will require the business community's attention in the coming years. In this study, CEOs agreed that the recruitment and retention of the best talent in Greece is one of the key issues that Greek companies need to consider in the coming year (Mitchell et al. 2016).

We held a total of seven interviews with representatives from the Hellenic Statistical Authority (ELSTAT), Greek job portal representatives, employers, recruiting managers, and legal consultants. Despite efforts to contact a representative from the PES and specifically from the Manpower Employment Organization (OAED) by phone, email, and online contact form, we did yet not receive any responses.

The first interview was with an expert from the Hellenic Statistical Authority (ELSTAT). This expert was involved in the ESSnet Big Data Project of the European Statistical System (ESS). During our conversation, we discussed the results of the initial web scraping that produced statistical data regarding the available OJVs in Greece. The conversation also provided additional critical primary data for the report [E1].

We then conducted two interviews with key representatives of two leading job-portals in Greece. We had a thorough discussion with the managing director of the most significant and widespread job portal in Greece [E2]. We also interviewed the sales manager of the most substantial classified ads portal in Greece [E3], as well as a Greek LinkedIn consultant, with expertise in corporate and employer branding; we discussed the effects of digitisation and social media in modern Greek HR departments [E7].

To capture the employer perspective, we interviewed two experts in key sectors in the Greek labour market. We talked to the CEO of a well-established hotel chain with several properties in Greece to explore the recruiting processes in the vital hospitality sector in Greece [E4]. We also interviewed the managing director of an Athens-based digital marketing agency, who explained how the IT sector works in Greece about employment and recruiting [E5]. Finally, we contacted one of the largest law firms in Greece to discuss the legal and regulatory framework of OJVs in Greece [E7].

Table 1 lists the sources used in this report.

⁽⁶⁾ The Conference Board is a multinational business research association, which connects senior executives across industries and publishes market insights. More information on the survey here: <https://www.conference-board.org/publications/publicationdetail.cfm?publicationid=6071> (accessed 11/4/2018).

Table 1: Overview of the different sources used in the Landscaping Activity

Type of source	Title/year	Provider	Information on	
			Share of existing vacancies on online job-portals (PES/private)	Use of OJVs per sector/ occupation/qualification level/ region
Source 1: Public data/academic research	Swier, N./Hajnovic, F./Jansson, I./Wu, D./Nikic, B./Pierrakou, C./Rengers, M. (2017): Work Package 1: Web scraping/Job vacancies, Deliverable 1.3, Final Technical Report (SGA-1), Version 2017-0708	ESSnet	Yes	
	Anastasiou, S. (2014): Recruitment communication practices in job adverts in Greece through a snapshot of internet sites for job vacancies	International Journal of Economics and Management Sciences 3(2): 9-17	Yes	Yes
	Nikolaou, I. (2014): Social Networking Web Sites in Job Search and Employee Recruitment	International Journal of Selection and Assessment Volume 22 Number 2: 179-189	Yes	No
Source 2: Re-research/surveys of interest groups	Career and Generation Y (2018)	Collaboration between Kari-era.gr and Athens University of Economics and Business (AUER)	No	No
	Business and the Digital Economy: New Job Vacancies. Better Services (2015).	The Hellenic Federation of Enterprises (SEV)	No	No
	Mitchell, C., Ray, R.L., and Van Ark, B. Building Capability: Seeking Alignment, Agility & Talent to Innovate & Grow (2016)	CEO Challenge and the Hellenic Management Association (EEDE)	No	No
Source 3: Expert opinions	Expert opinions 2018	Experts 1-7 (please see the References section for detailed information)	Yes (not all experts)	Yes

Source: Stavros Papakonstantinidis (2018).

2. Labour Market Dynamics and Impact on the Online Job-portal Market

2.1. The Effects of the Greek Crisis on the Labour Market

Greece has suffered from a long-lasting financial crisis. The 10-year economic recession impacted the employment rates, which have dramatically declined since 2008. According to the OECD (2018), Greece holds the second place in every category in global unemployment (cumulative, long-term, short-term, harmonised). In 2012, the unemployment rate reached the 24.2% of the workforce, while youth unemployment (under 25 years of age) increased to 43.6%. In 2017, the unemployment rate was still high, at 20.7%, while youth unemployment slightly declined to 40.8%. The long-term unemployment rate in Greece is also high (72% of the unemployed). The employment rate in Greece was 56.19% compared to 70.99% in the EU⁽⁷⁾ in 2016 (Skills Panorama 2016 (7)).

During the spring of 2010, the Greek government required a long-lasting rescue programme from the European Union (EU) to finance the deficit and avoid exiting the Eurozone or experiencing a radical internal depreciation (Karafolas and Alexandrakis 2015). The European Commission (EC) provided a massive rescue package from the European Central Bank (ECB) and the International Monetary Fund (IMF) to help the Greek economy to stabilise public finances and sustain its global economic role in the markets (IMF 2012). The long-lasting Greek recession caused damages at both financial and social levels. Over the last eight years, Greece experienced a massive “brain drain” through a new wave of emigration. Almost 450,000 well-educated Greeks left the country in the 2008-2016 period to live and work abroad (Chrysopoulos 2017).

Factors such as the high unemployment rate, the increased job loss rate, the rise of taxes and VAT, and the cutting of pensions and wages due to the austerity measures have contributed to the unpleasant current situation in Greece. The job loss rate remained dramatically high, hitting a 16-year record (OAED 2017). In just one month in January 2017, 156,318 people lost their jobs, compared to the 126,501 who found a new job (OAED 2017). According to Skills Panorama (2016), during the period 2011-2016 “the size of employment in Greece changed by -9.39% compared to 3.73% employment growth in the EU”. These data underline the great impact of the financial crisis in the Greek labour market. These challenging conditions in the labour market that have lasted for more than eight years have driven many young Greeks to leave the country and look for a job abroad. The “brain drain” phenomenon severely impacted the Greek labour market (Labrianidis 2014). Many of its most educated human capital does not seem ready to return unless the conditions in Greece improve (Karantinos 2012). Both experts from the two major Greek job-portals argued that the effects of the crisis are visible in the OJV market [E2] and [E3]. The private job-portals focus more on blue-collar jobs because the more skilled personnel (white-collar workers) have become less inclined to take the risk of leaving their current jobs and many have left the country to work abroad. When white-collar workers do a job search, they turn to social media and particularly to LinkedIn for available job vacancies, according to one of the experts [E6]. Also, the interviewed experts in hospitality and advertising industries claimed that for the last three to five years, companies have tried to retain current employees and fill job vacancies internally rather than

(7) Skills Panorama (2016): <http://skillspanorama.cedefop.europa.eu/en/countries/greece#1> (last accessed on 27 February, 2018)

take the chance of publishing a vacancy and receiving a deluge of applications [E4] and [E5]. Of course, it is difficult to generalise based on the practices as explained by our two management-level interviewees. Nevertheless, such business practices can explain the decline of job openings over the last five years in the Greek labour market.

2.2. Digitalisation

The rapid proliferation of digitalisation in the Greek labour market caused a digital divide between those companies that use electronic HR practices and those that are still using traditional business methods to recruit talents. Despite the extensive use of online services among Greek enterprises, most SMEs lack computer literacy when it comes to HR services (SEV 2015). Sectors such as sales/purchasing, travel and hospitality, IT and telecommunications, engineering and technical jobs have already digitised many of their business methods. In contrast, public organisations, as well as small and medium enterprises that operate in the manufacturing and agricultural sectors are still behind in adopting digital methods to recruit people (Anastasiou et al. 2016). Academic research has shown that job seekers use job boards more extensively than Social Networking Websites (SNWs) (Nikolaou 2014). The results of a survey on millennials in Greece (Kariera 2017), revealed the preference of Greek millennials to use the online environment (SNWs and Online Job Portals) to build their professional network and to find available job positions online. The same survey revealed that millennials retrieve information about their preferred companies through the web. They first visit the corporate social media accounts and then the corporate websites to collect information about a potential employer. Greek millennials barely use the other channels of information (press, friends/relatives, events, university career office) to retrieve relevant data. While the most up-to-date information refers to Greek millennials and their job-search habits (Kariera 2017), Nikolaou (2014) included various age groups (i.e. millennials and non-millennials) in a study conducted to explore the role of SNWs in Greeks' job-search and recruitment strategies. He concluded that gender, age, and education play a significant role in SNW's usage as "males and older employees–job seekers tend to use LinkedIn whereas younger job seekers, but also younger HR professionals were using Facebook more extensively" (Nikolaou 2014: 185).

3.Context and Characteristics of the Online Job-portal Market

3.1. PES Online Job-portal(s)

3.1.1. Legal/Regulatory Framework

The authority in control of the enforcement of employment regulations as well as to provide the necessary information to employees is the Hellenic Ministry of Labour and Social Security and Solidarity (YPAKP) ⁽⁸⁾. Also, YPAKP is responsible for the national PES, the Manpower Employment Organization (OAED), which is the governmental agency that handles vocational training, job search assistance, labour and policy development, as well as unemployment and maternity benefits.

OAED manages all the active and passive labour market policies (ALMPs and PLMPs) to reduce unemployment and promote employment to all citizens. The agency also deals with unemployment insurance measures and other social security benefits and allowances (family allowance, maternity allowance, etc.). OAED encourages vocational education through apprenticeships and runs initiatives that match work supply and demand through its job portal. OAED is also the public authority responsible for sharing information with the EURES network.

OAED has 113 offices in central areas in Athens and Thessaloniki, which are the most populated Greek cities, as well as in other rural cities in Greece. There is one centrally administered online job-portal.

Regarding the Data Protection Law, the explanatory Directive No. 115/2001 as regulated by the Data Protection Agency (DPA), provides the legal framework for collecting and processing personal data of job candidates. Organizations that operate in Greece should respect the Data Protection Law during the hiring and selection process referring to data that is necessary to assess a candidate's suitability for the announced position.

Based on the legal and regulatory framework as described above, OAED is the only PES online job-portal in Greece, which can publish all jobs in the public sector as well as jobs of private organisations that collaborate with the PES. Also, OAED reserves the right not to publish OJVs which violate the Equal Treatment Law and the Data Protection Law. The general framework of equal treatment in employment in Greece is governed by the European Commission's Directives 43/2000/EC, 78/2000/EC, 54/2006/EC and 54/2014/EC. Also, specific national rules apply. First is the principle of social equality at work, which directs organisations to employ people regardless of their national, racial, religious, age, sexual orientation, medical record, chronic illness, descent, family or social status, and gender characteristics (Anti-discrimination legislation – Equal Treatment Law 4443/2016). Second are laws No. 3769/2009 and No. 3896/2010 which refer to the equal gender treatment in employment. According to the national laws above, any type of direct or indirect discrimination or harassment towards employed people is illegal and therefore prohibited.

⁽⁸⁾ www.ypakp.gr/.

3.1.2. Organisational Structure of the PES Online Job-portal(s)

The Greek PES online job portal is operated by the Hellenic Manpower Employment Organization (OAED ⁽⁹⁾). The OAED web portal was re-designed and re-launched in 2016. The portal serves four distinct audiences through different functions or services:

- Employers can search a CV database or post a job vacancy;
- Job seekers can search for the available OJVs by occupation and location and upload their CVs so that employers can recruit them;
- Students and educators can find relevant information about the available Vocational Education and Training (VET) programmes;
- Foreign workers can read about their work rights and find other information related to social policy.

OAED's job portal provides full access only to registered members and partial access to non-registered users. A non-Greek speaking user will not be able to navigate to the website as the English pages with practical information are missing. Most of the services provided by OAED are handled through the organisation's brick and mortar offices and through calling the number 11320 to reach their customer service.

Currently, the online job-portal of the Greek PES does not offer the opportunity to register online. A user should visit one of OAED's offices to register and receive a username and password to log in. Despite the recent changes to modernise the website and improve the matching capabilities between the OJVs and job seekers, the information that the OAED's job portal provides is basic. Also the matching services between the registered to OAED employers and the job candidates occur in the local offices. OAED's online job portal basically functions as an announcement board for OJVs.

3.1.3. Focus of the PES Online Job-portal(s)

According to OAED's monthly report, in January 2018 there were 903.303 people actively looking for a job and 189.022 who are registered as unemployed but claim that they are not currently seeking any position.

In February 2018, 884 OJVs were submitted to OAED's job-portal (OAED 2018). More specifically, the PES job portal categorises all available OJVs based on occupation and location. Regarding the occupations, there is a list of 6.780 occupations, but not all of them lead to available positions. The preferable way to find the available OJVs on OAED's job-portal is to search by locations. As shown in Table 2, each location refers to certain prefectures in Greece that offer a number of job positions in public organisations, municipalities, and registered small and medium enterprises to OAED's funded job programmes.

OAED publishes OJVs that cover all labour sectors and qualification/skill levels. However, from our online research over the period of three months, most OJVs as posted on OAED's job-portal refer to jobs for basic-skilled and/or blue-collar workers such as housekeepers, hotel room service, cooks, construction workers, bakers, truck drivers, machine operators, barbers, and carpenters. The available positions are not clickable links and therefore do not offer further information about the job's tasks and requirements or the employer.

Table 2: The number of available OJVs per prefecture as posted in February (2018)

⁽⁹⁾ www.oaed.gr

Prefecture in Greece (as categorised by OAED's job portal)	Posted OJVs
Eastern Macedonia and Thrace	54
Attica	185
North Aegean	55
Western Greece	26
Western Macedonia	20
Epirus	42
Thessaly	33
Ionian Islands	69
Central Macedonia	156
Crete	82
South Aegean	27
Peloponnese	85
Central Greece	50

Source: Papakonstantinidis (2018).

The Greek PES job-portal also publishes information regarding its apprenticeships ('Mathiteia') programmes. However, the PES job portal does not post OJVs that relate to available apprenticeships. This information is only available through registration and face-to-face consultation. Finally, the OAED job-portal does not charge any fee for posting the available OJVs, nor does it display any paid advertisements to promote certain employers or jobs, as the private job-portals do. There is no competition between the PES online job portal and the Greek private online job portals, and there is a limited connection between the PES and the Private Online Job Portals.

3.1.4. Posting of PES Vacancies on EURES

In Greece there are 44 EURES hubs active in the following cities: Athens, Piraeus, Thessaloniki, Patra, Larissa, Rethymno, Chania, Heraklion Crete, Kalamata, Rhodes, Volos, Ioannina, Kavala, Xanthi, Corfu, Syros, Katerini, Lamia, Corinthos, Tripoli, Amyntaio, Kozani, Kilkis, Trikala, Komotini, Mitilini, Serres, and Drama. In each EURES hub, job experts consult with job seekers and local businesses on how to use the network to find a job or to hire employees from any of the European Member States. OAED is the official authority responsible for posting Greek OJVs on EURES. In February 2018, 6,240 Greek OJVs were submitted to EURES portal. It is interesting that of these, only 12 were EURES flagged. The EURES flag is an indicator that an employer is primarily interested in recruiting workers from other European countries, and not Greece.

The total number of posted Greek OJVs to EURES is much greater considering the OAED vacancies during the same period. Nevertheless, we have to consider that the information given on OAED's job portal is per month, whereas the oldest Greek OJV to EURES was posted five months ago. OAED automatically sends OJVs to EURES once per day via web services. As in most countries, employers can decide to post the OJV on both job portals or to opt out from posting the OJV on EURES. EURES offers an advanced search engine to classify the Greek OJVs based on EURES flag, contract duration, contract type, education level, and years of professional experience.

Almost 50% of the total number of the Greek OJVs as posted to EURES addressed to medium to high/skilled employees. Regarding the required education level, 1,581 jobs referred to vocational training and apprenticeships, 1,259 jobs expected higher and advanced technical training, 506 required a degree from compulsory education and professional initiations, and 1,794 OJVs did not specify the expected education level. Only two OJVs required candidates to have a university degree in Chemical Engineering. There is no information on how many vacancies are posted from large, medium or small enterprises.

The content of each Greek OJV on EURES is limited to the job title, the employer's contact information (physical address and phone number but no email) as well as an abstract text as to how to apply for the job "Letter + CV to Employer." The section regarding the job information for each OJV is identical. All examined OJVs on EURES posted that experience and education skills were not required. Also, the maximum age limit is 99 years (so, in effect, there is no age limit), and each job claims to require zero hours of work per week. This lack of specific information is most probably either a technical incompatibility issue or a missing entry field from OAED's side that transfers to EURES in such an unusual way. The only information that differed across the examined OJVs was the starting and ending dates, the contract duration from permanent to temporary and the automatically provided job vacancy ID. None of the OJVs on EURES posted any further information regarding the job description or special requirements.

The interviewed experts argued that the EURES Network is not a popular option among Greeks to search for jobs or employees [E2, E3, E6]. Most experts did not even know of its existence or how to use it. Although the number of interviews is still significant small to generalise, Greek employers appear to be hesitant to collaborate with EURES. As the experts from the hospitality and marketing services industries claimed, they would prefer to advertise a job opening in a Greek job-portal (both public and/or private) to hire people who are currently living in Greece [E4, E5].

3.2. Private Online Job-portals

3.2.1. Legal/Regulatory Framework

The activities of private online job-portals are subject to the same legal and regulatory framework as the PES job portal. All job portals are subject to the General Secretariat for Equality and the Data Protection Law.

Greece implemented the EU Data Protection Directive 95/46/EC in October 1997 by Law 2472/1997 on the Protection of Individuals with regard to the Processing of Personal Data, as amended ('Law') (Data Protection Laws of the World 2018). The Data Protection Law was enforced to protect individuals' data and the free movement of relevant data. The Data Protection Directive safeguards Europeans citizens' privacy and human rights. Such a law is currently in force as amended by Laws 3471/2006, 3783/2009, 3917/2011, 4024/2011 and 4070/2012, and 4139/2013. Enforcement of the Data Protection Law is through the Data Protection Authority ('DPA').

The General Secretariat for Equality is Greece's anti-discrimination legislation to safeguard and promote equality at work. The Greek Ombudsman ⁽¹⁰⁾ is the national body to handle the legal affairs and formal complaints with regard to discrimination on the grounds of race, belief, disability, and religion. The Greek Ombudsman enforces the anti-discrimination legislation in both the public and the private sectors. Nevertheless, the implementation of the legislation has become quite complex as the Labour Inspectorate of the Ministry of Labour and the Equal Treatment Committee of the Ministry of Justice are also responsible authorities in Greece for such matters (Davaki 2013). Law 3094/2003, permits the intervention of the Greek Ombudsman also in cases where anti-discrimination laws do not apply. In the case of the posted OJVs, job candidates can refer to the Greek Ombudsman to report the existence of possible racial, religious, disability, age, sexual orientation and gender identity discrimination.

⁽¹⁰⁾ In Greek "Συνήγορος του Πολίτη": www.synigoros.gr/?i=stp.en

The Greek private online job portals are registered companies to the Hellenic Ministry of Labour, Social Insurance, and Social Solidarity. There is no specific regulation about the operation of private job-portals regarding the format and content of OJVs. Each private online job-portal in Greece can decide on the format of their posted OJVs according to their internal design directives and preferences to make the information more appealing to their visitors and visible in search engines.

3.2.2. Dominant Online Job-Portals and Their Business Models

ELSTAT's (2017) web scraping research identified the following websites as top job portals in Greece by using Alexa's ranking, which is a metric based on web traffic data. Alexa's Traffic Ranks are based on the daily traffic data of each website over a period of three months. This traffic data results from a combined measure of a website's unique visitors and page views. Alexa's rank determines the number of visitors who visit a site on a given day as Unique Visitors. Also, the term page views (or hits) refers to the number of instances of a page being viewed (or refreshed) in a particular browser. (Alexa Support, 2018) (Annex – Table 5).

Below is a detailed description of some of the most significant private job portals. Additional information to cost structures and business models is provided in Section 5.

Name of the job-portal: **Kariera**

Website address: <http://www.kariera.gr/>

Year Founded: 1997

Site Languages: Greek

Kariera is the leading job-portal in Greece. Founded in 1997, Kariera has become a point of reference for job seekers and employers. In October 2007, Kariera joined the CareerBuilder's global network. This partnership brought thousands of new candidates from around the world to the website. As part of the CareerBuilder Group, Kariera is used for a wide variety of sectors and occupations. In February 2018, the vacancies for jobs in the following sectors/occupations were posted to Kariera: Sales (679), Customer Service (495), Programming (352), Tourism and Hospitality (326), Administrative Assistants (302), Engineers (236), Marketing (181), Business Administration (163), Retail (161), Food and Beverage (154), Business Consultants (135), Finance Advisors (121), Technical Support (111), Telecommunications (105), Accountants (85), Health related jobs (78), Logistics (52), Advertising / Public Relations / Promotion (48), Procurement and Supply (44), Insurance (38), Security (38), Human Resources (33), Bank executives (32), Instructors (30), Carriers (29), Workers (26), Franchising (26), Research and Development (21), Legal Service (19), Cosmetics/Fitness (19), Apprentices (16), Civil Engineers (13), Real Estate (13), and Other (995). From the number of posted OJVs in each sector/occupation to Kariera, we can infer that the type of companies with the higher demand are in sales, customer service, programming and tourism/hospitality. Although a large number of posted OJVs to Kariera is classified as 'Other', our online search showed that these OJVs also primarily refer to sales, retail, and administrative assistants' positions.

Kariera does not offer an English version, but such jobs in English are posted through the CareerBuilder group of websites. Kariera is also engaging in marketing activities such as job posting services, sharing OJVs via SNWs, and creating a network of talents and skilled employees to offer complete consulting recruiting and career services. Kariera is the organiser of career days and virtual career events. During these youth career fairs, participants visit corporate stands and educational institutions to look for jobs or internships.

Name of the job-portal: **Skywalker**

Website address: <http://www.skywalker.gr>

Year Founded: 1999

Site Languages: Greek

Skywalker is a well-established source of information regarding OJVs in Greece. It is also one of the most visited websites in Greece. Although the web portal is a bit old-fashioned, it has smooth navigation, and the information is easy to find. In February 2018, OJVs in the following sectors/occupations were posted to Skywalker: Sales (975), Food and Beverage (1425), Finance (185), Advertising/Marketing/Public Relations (115), Fashion (153), Research and Development (11), Programming (395), Customer Service (270), Publishing (42), Arts (17), Tourism (1122), Technical Support (146), Health (175), Housekeeping (89), Agriculture (1), Transportation (100), Insurance (25), Procurement/Supply (40), Shipping (1), Real Estate (47), Mass Media (13), Legal Advisors (27), Logistics (107), Education (66), HR (28), Administrative Assistants (99), Engineers (149), Special Scientific Staff (59). Skywalker seems to be a job-portal that attracts more positions related to the Food and Beverage sectors than its competitors. Similarly, Sales, Retail, and Customer Service occupations have a large number of posted OJVs.

The job-portal lacks an English version, although many of the OJVs are written in English. Skywalker sponsors many career fairs and recruiting related activities in Greece and mainly in Athens. To increase its reach, Skywalker has established partnership agreements with several aggregators and media applications such as headhunter.gr, greka.gr, careerjobs.gr, labourforum.gr, experience.edu.gr, festival.edu.gr, and jobnews.gr.

Name of the job-portal: **Jobfind**

Website address: <http://www.jobfind.gr/>

Year Founded: 2014

Site Languages: Greek, English

Jobfind.gr is a new addition to the Greek job-portals landscape. It provides a modern user interface that allows the visitor to navigate and locate the available OJVs easily. In February 2018, OJVs in the following sectors/occupations were posted to Jobfind: Tourism/Hospitality (636), Food and Beverage (402), Sales/Merchandising (222), B2B (134), Engineers/ Project Managers (157), Logistics (113), Customer Service (98), Marketing – Advertising – Communication (93), Administrative Assistants (81), Programming (86), Accountants (59), ISO (59), Health (41), Education/Training (30), Publishing (33), Insurance (16), Real Estate (16), Cosmetics/Fitness (38), Business Administration/HR (45), Security/Housekeeping (19), Agriculture (8), and Shipping (4). From the posted OJVs mentioned above, the most popular sectors on Jobfind are Tourism/Hospitality, Food and Beverage and Sales/Merchandising. Jobfind is a recruitment portal that matches companies and recruiters from all over the world. Jobfind is equipped with tools and features to filter and refine all resumes so businesses can find the perfect match. Nevertheless, an account is needed to access the job search. The English version of the website is limited and does not offer the same information as the Greek site.

Name of the job-portal: **XE** ⁽¹⁾

Website address: <http://www.xe.gr/jobs/>

Year Founded: 1993 (as newspaper) and 2002 (as a web portal)

Site Languages: Greek, English (only for the Property section)

Xrisi Efkeria is the leading classified ads company in Greece in every category including Sales, Real Estate, Automotive, and Employment. Initially, it started as a classified ads newspaper, but in 2002, it launched the web portal xe.gr. Currently, more than two million people visit XE annually. In February 2018, OJVs in the following sectors/occupations were posted to XE: Business Administration (311), Housekeeping/Cleaning Services (1.406) Customer Service (902), Sales (839), Programming (131), Engineers/Construction Workers (859), General Workers (445), Transportation (639), Shipping (100) Mass Media (345), Food and Beverage (2.502), Health and

⁽¹⁾ Abbreviation of Xrisi Efkeria which means Golden Opportunity.

Beauty (453), Tourism/Hospitality (377), Fashion (146), Sports and Fitness (95), Agriculture (82), Other Services (613) and Public Sector (95). XE is a classified ads portals that mainly attracts basic skill workers. Hence, the most popular sector refers to Housekeeping and General Cleaning Services. Despite the fact that XE is not a dedicated job-portal, it has the most substantial number of OJVs in Greece. It mostly publishes blue-collar jobs that require low or no qualifications. Nevertheless, XE is the only private job portal in Greece that offers a section to post available OJVs from public organisations such as public universities and health centres.

Finally, many international job-portals publish Greek OJVs. Most of the international job boards target foreign employees who are searching for a job in Greece. The majority of the published OJVs are in the travel and hospitality industry, as foreign workers are often looking for a seasonal job during the summer. Some of these job-portals are Indeed, Europe Language Jobs, JobsinNetwork, Flight Jobs, CareersinAudit, Global Medical Careers, EuroPharmaJobs, Silicon Armada, Transformify MyExpatJob Aquaculture.jobs. Also, LinkedIn and Glassdoor are two SNWs that publish available OJVs in Greece, primarily targeting employees with middle and high qualification levels. The information regarding the Greek OJVs that are posted to the aforementioned foreign sites concerns a small number of job vacancies. The reason is that some of the sites are either job aggregators (indeed) or they refer to niche markets (i.e. Pharmaceutical executives, Pilots, Auditors).

3.2.3. Focus of the Private Online Job-portals

In section 3.2.2, we mentioned the numbers of the posted OJVs next to each of the Greek private job portals' professional category. These numbers as posted in February 2018 showed that several sectors/occupations in the Greek labour market post OJVs through the private job portals more frequently than others. The majority of Greek OJVs derive from occupations that require medium-skilled labour, such as sales executives, retail merchandisers, customer service occupations, insurance brokers, manufacturing and employees in the Hospitality/Food and Beverage industry. As the experts stated during their interviews, these industries are in constant search of new employees due to their high turnover rate and the employees' lack of interest in permanent careers [E3]. For example, the travel and hospitality industry in Greece is mostly seasonal. The demand for employees who will work during the summertime increases dramatically in April and May each year. One of the interviewed experts explained that usually, the hospitality sector publishes almost 4,500 new OJVs in the spring for work that relates to the upcoming summer season. Large companies use the private job-portals in Greece to publish their OJVs for sales, marketing, finance, and IT positions. It is not very common to find a job that requires a higher qualification on the Greek private job-portals. These types of jobs became more scarce over the past eight years as a side effect of the long-lasting Greek economic crisis. Most of the upper management positions are posted on corporate websites or LinkedIn, if not covered internally through personal references and internal competitions.

As discussed in Section 3.4 of this report, some industries, such as shipping, banking, advertising, pharmaceuticals, and higher education, do not frequently post their OJVs on the generalist job portals in Greece. Such industries have different methods, recruitment channels, and points of reference to post their available job positions. Such methods can be more informal which rely on personal contacts. As the digital agency expert supported during the interview, companies in Marketing prefer posting their OJVs in trade magazines and websites as part of an overall agreement to have their corporate news published and to strengthen their business ties with the industry's publishing companies [E5].

3.2.4. Outreach of the Private Online Job-portals

The Job Vacancy Survey was conducted by ELSTAT in 2016 according to its Statistical Business Register. The European Regulations (EC) No 453/2008, (EC) No 1062/2008 and (EC) No 19/2009 define all research variables that have been used for the compilation of the survey (ELSTAT 2017).

ELSTAT investigated the most visited Greek job portals, job search engines, and recruitment agencies with featured search engines as well as niche job sites. The list of the most popular job-related websites in Greece (with domains “.gr”) were published on a website ⁽¹²⁾ that ranks the Greek sites’ popularity (see Annex Table A). The Greek websites were sorted based on the following criteria: a) the number of advertisements; b) the number of monthly visitors and c) the Alexa popularity ranking (ELSTAT 2017). The 14 major Greek job portals that have been identified by ELSTAT as the potential of interest for the study are shown in the Annex (Table B).

It is important to highlight that the Greek PES job board, OAED is among the 14 major job portals in Greece. No further information was given regarding the number of the posted OJVs to OAED’s job portal. An international job search engine (neuvoo.gr) with 12,000 posted OJVs is also listed among the significant websites. Neuvoo is a meta-search engine that aggregates jobs posted on other web portals. Although there is a Greek version of Neuvoo, there is no Greek personnel to monitor the information. Of the 12,000 posted OJVs, a substantial number were duplicates.

In June 2016 the ELSTAT survey found 10,545 posted Greek OJVs in total. The number might be not representative, since the classified ads portal, XE.gr, was not included in the research. According to the interview we had with an expert from XE, the number of OJVs tends to increase from 11,000 in February to 18,000 in May due to the upcoming summer season. As the expert from the hotel chain explained during our interview, Greek hotels and restaurants have a tremendous need for seasonal personnel that will work from May until end of September.

3.3. Co-operation Between Public and Private Online Job-portals

There is no co-operation between the Greek public and private online job-portals. The only private portal that posts a small number of jobs that relate to the public sector is XE.gr. In February 2018, there were only 95 jobs published under the “Public Sector” Section on XE. As expressed during the interview with a sales manager from XE, some public organisations, such as universities and municipalities, contact XE directly to publish free OJVs or public announcements for faculty, sponsorships, and graduate programs. These positions do not require using ASEP, the official website for government jobs.

3.4. Role of other Recruitment and Job-search Channels

There is only one recent research study that investigates all available recruitment channels in Greece. (Anastasiou 2014). Additional studies are either partially relevant to job-portals (Nikolaou 2014) or out-dated (Terzis and Economides 2005). The rapid proliferation of SNWs in Greece has influenced the landscape of job search and recruitment (Nikolaou 2014). SNWs give the user more control of their job search since they are not only able to search for an OJV but also to cross-check

⁽¹²⁾ <https://www.topgr.gr/>.

the information from various sources. Both job seekers and employers go beyond the traditional recruiting processes by using multiple recruitment channels (Nikolaou and Foti 2018).

Nowadays, job seekers can collect information about the employer and the job requirements by searching in various review sites and personal blogs from past or current employees (Papakonstantinidis 2014). Nevertheless, there is not sufficient research to demonstrate which sectors or types of employees are more open to establishing direct relationships between the job seekers and organisation through social media. Employers and HR officers screen applicants through their social media accounts to get a better feeling of their job candidates (Papakonstantinidis 2014).

The field of social media recruiting is still in flux in Greece. Nikolaou (2014) argues that Greek employees and job seekers understand the importance of LinkedIn in their job search, but that Greeks do not consider other major SNWs (e.g. Facebook, Twitter, Instagram, Pinterest) as options to build their professional network (Papakonstantinidis 2014). Most current research still shows that Greek millennials are not fully aware of how to use SNWs for professional purposes (Kariera 2017). The same study revealed that Greek millennials search for companies where they would like to work by visiting corporate websites, job-portals and SNWs. The more traditional channels of information for recruitment and employment such as newspapers, friends, events, and university career offices are not popular among the millennials.

In the interviews with both the managing director of a job-portal [E5] and the LinkedIn trainer and employer branding coach [E6], each explained that a small number of HR departments have already adopted modern approaches to recruitment. These HR departments belong to multinational companies and a limited number of Greek-owned medium-to-large enterprises in the service sectors (e.g. Advertising, Digital Marketing, Banking, and Finance). Modern HR departments make use of their corporate websites, internal references, word of mouth, and private online job-portals to publish an OJV. For this reason, HR professionals strategically combine both social networking websites (SNWs) and online job-portals such as Kariera and Skywalker. In fact, both job-portal experts claimed that the traditional online job-boards remain employers' top channel for posting OJVs, which could be indicative of some bias. The LinkedIn expert stated that several HR departments use SNWs when they are searching for more specialised managerial positions [E6]. Also, HR professionals use SNWs to search for inactive job candidates who live abroad, to offer them an appealing to convince them to return to Greece [E6].

Finally, there are specific sectors that use other recruitment and job search channels to filter their pool of candidates, such as banking and financial services, education, entertainment and media, pharmaceuticals, engineering, advertising, and marketing, which have specialised online job-portals and trade publications to announce the available OJVs. Marketing and advertising agencies will not frequently publish their job vacancies on generalist job portals. Instead, they choose niche websites (Advertising, Marketing Week), trade magazines (Marketing Week, Adbusiness) and Daily Electronic Newsletters (Daily Fax, Business Today) to look for highly specialised employees. The general manager of a digital agency responded that employers rarely have the time to search through hundreds of resumes to find the best talent. Instead, they organise competitions (they call them Arenas) to brief candidates with a challenging task and make their decision based on the results [E5].

3.5. Expected Trends in the Online Job-portal Market

According to the CEO Challenge (2016), a survey which was conducted by the Conference Board⁽¹³⁾ in association with Hellenic Management Association (EEDE), talent recruitment in business is one of the hottest issues in the upcoming years. The CEO Challenge (2016) surveyed Greek CEOs who asserted that their goal for the upcoming years is to overcome a shortage of talented employees. Greek CEOs supported that retention of the best and most talented employees is crucial, as many decided to leave the country and work abroad (Mitchell et al. 2016).

Regarding the future of the online job-portal market, the experts predicted a proliferation of specialised OJVs that will attract mostly blue-collar workers in Greece [E3]. The demand for more qualified blue-collar workers will grow even for the most basic jobs (e.g. multi-language drivers, eco-aware housekeepers, and so on). Greek companies are becoming more familiar with new technologies, although this takes time [E5]. This will be reflected in their effort to digitalise their services and business practices. As expressed during an interview, recruiting the best talent will be crucial towards the survival, stability, and growth of Greek organisations regardless their size and market share [E6].

The experts see great potential in rich-media OJVs compared to the regular OJVs. The Greek labour market might be relatively small compared to other European countries, such as Germany, Italy, and France, but there is a significant number of companies that have not realised the potential of using their OJVs and the private job-portals for employer branding purposes yet. During our interviews, most of the experts argued that the future of job-portals in Greece will require more advanced online platforms that will feature powerful search engines and social media connectivity [E5] and [E6]. Glassdoor is an example of a web-portal that many experts mentioned during their interviews that provides more transparency by shedding light on the business relationship between job seekers and employers. Glassdoor is generally used by more technology literate and savvy business people [E6]. Nevertheless, not all interviewed experts agreed with this prediction. They argued that since the Greek business owners are still uncertain about the future, hybrid platforms like Glassdoor might not have the same penetration in Greece compared to other countries [E2]. A quick search on Glassdoor.com listed 1,143 OJVs in Greece posted mainly from IT-related companies and start-ups. These groups were looking for highly specialised employees such as Big Data ETL Engineers, Mobile Developers, Partner Marketing Analysts, Data scientists, Data analysts, and Content Strategy Managers. The use and penetration of web-portals such as Glassdoor.com needs further investigation in the future.

Most experts see great potential for the use of LinkedIn.com. They understand the importance of building professional networks, and they are curious to know the site's next steps in the European market [E1], [E2] and [E3]. At the moment, there is no representative of LinkedIn in Greece, but there are few companies that are using it for professional networking, selling, and recruiting. The LinkedIn expert told us that 95% of her clients are multinational companies. The use of LinkedIn is still in a primitive stage in Greece. Most Greek employees still see it primarily as a tool to find a job, and secondly as a platform to develop their professional network [E6]. Recently some big brands have begun to consider it as a significant tool for employer branding. There is still lack of strategic thinking as to how to use LinkedIn professionally since it requires time and effort to see results. Many companies are again making the mistake of treating it as another digital channel that will flourish through investing in advertising. Some experts argued that LinkedIn is an unpredictable factor in the landscape of OJVs in Greece [E2], [E5] and [E6]. Finally, none of the experts believed that Greek companies would be willing to spend their advertising budgets to promote a job vacancy by using online tools such as Google AdWords, or Bing Ads.

⁽¹³⁾ Founded in 1916, the Conference Board is a global, business membership, research association.

To summarise, SNWs will play a vital role in the Greek business landscape in both marketing and recruiting (Nikolaou 2014). LinkedIn might turn into a game changer in the Greek labour landscape, regarding middle and upper management job positions. On the other hand, review job and career sites such as Glassdoor might have fewer chances to succeed in Greece, because Greek employers are still hesitant to disclose information regarding their business practices. The Greek labour market is relatively small compared to other European or international markets. Greek employees feel insecure to publish information about their current employer, out of concern that their data will be revealed. One expert argued that such online concepts require a long time to penetrate a country when its market is not ready to change its attitude regarding transparency in business.

4. Use OJVs in Recruitment and Job Search

4.1. Use of OJVs in the Recruitment of Labour

The Greek labour market has specific characteristics that limit the availability of clear statistical data that would allow us to analyse the factors that influence the posting of OJVs in specific sectors. Greek companies tend to recruit using both formal and informal sources. Usually, large enterprises employ fully functional HR departments that are responsible for the recruitment and selection process. HR officers can post an OJV on their corporate website, as well as upload it on one or maximum two job portals, according to the expert from one of the job portals. If the company is international, the OJV is usually more customised to promote both the job and the employer's brand. The expert from the job-portal explained that in Greece there are fewer than 450 companies with more than 250 employees. Large companies use OJVs as a chance to attract talent. Nevertheless, the LinkedIn expert suggested that Greek enterprises use LinkedIn to activate passive candidates who are not searching for a job.

Most Greek companies are SMEs (SEV 2015). One of the interviewed experts stated that these companies do not have mature HR departments and that usually, the hiring process is the task of the owner or a family member [E6]. When we asked both employers and job-portal experts, about factors that influence the posting of vacancies on online job-portals, they all responded with the phrase "it depends". Several companies with high demand or high turn-over rate (e.g. Call centres and customer services) will immediately post a job vacancy on a job portal for financial reasons. Job portals such as Kariera.gr have customer care services to explain to the owner the appropriate way to post their OJVs for greater efficiency and effectiveness. As our interviewed expert from a job portal mentioned, such services communicate the importance of employer branding, and they are especially useful for companies that lack a dedicated HR department [E2].

Usually, SMEs do not have sufficient time to look for a replacement employee when a position becomes vacant. As soon as they have an opening, they will rely on several informal sources of recruitment, such as word of mouth, friendly references, or internal employee referrals. If the first round of search is not successful, they will then post an OJV on a job portal. The use of social media is increasing as medium-size companies in Greece start applying methods of social media recruiting in their hiring processes. Greek businesses seem to prefer social media, which is seen as more convenient and cost-effective (Nikolaou 2014).

Sectors that attract low-skilled or unskilled labour are not frequently posting OJVs on generalist job-portals in Greece. The top-performing sectors with the largest share in employment in Greece are wholesale & retail trade - 17.91% and agriculture, forestry and fishing - 12.37% (Skills Panorama 2016⁽¹⁴⁾). While jobs in wholesale & retail trade are often posted to job portals, jobs in agriculture, forestry and fishing rarely appear on private online job-portals. Some agriculture-related jobs are posted on PES job-boards, as subsidised employment, but the majority of the available jobs is filled informally through friends, family members, and personal recommendations. Occupations in the agriculture, forestry and fishing sector, as well as in areas such as personal service, construction, gas station employees, and hairdressers usually rely on word of mouth or random selection processes. Usually, such jobs and family businesses are passing on from one generation to

⁽¹⁴⁾ Skills Panorama 2016: <http://skillspanorama.cedefop.europa.eu/en/countries/greece#1> (last accessed 27 February 2018)

the next. It is, also, quite common in rural areas for farm owners, agriculture entrepreneurs, or local builders and contractors to visit public squares and local coffee shops to recruit available and unemployed workers (usually foreigners) for a daily pay (no insurance or other benefits are given). This process is not easily documented or traceable.

Nevertheless, occupations such as skilled farmworkers and gardeners as well as skilled sales workers will have the most significant numbers of job openings over the period of 2015-2025 in Greece (Skills Panorama 2016). Although the current landscape of OJVs seems ready to support the expected demand for sales workers, the agriculture, forestry and fishing sector in Greece needs to make several steps towards digitalisation to attract more skilled workers in the future. The survey on Career and Generation Y by Kariera (2017) revealed that the agricultural sector is the least preferred by Greek millennials.

4.2. Use of OJVs in Job-search

The Hellenic Statistical Authority has published the results of the ad hoc survey on young people on the labour market (ELSTAT 2017). The target population was people between 15 to 34 years old.

The main findings of the survey are as follows:

- Approximately one out of five persons have worked during his/her studies;
- The main reasons why the surveyed persons did not continue their studies are that they consider their educational level satisfactory or that they wanted to work;
- 2.4% of the respondents reported that they had been supported by the public employment office or some other public organisation in their effort to find a job;
- Most people said that they found a job through relatives, friends or acquaintances;
- The majority of surveyed persons believe that their attained education level helps them in their job tasks.
- More than half of the unemployed are willing to change their place of residence for a job. However, the share of employed persons that needed to do so is 5.4% (ELSTAT 2017).

The high unemployment rate in Greece in all statistical categories, such as the Harmonised Unemployment Rate (HUR), as well as the unemployment rates by education level, long-term, and youth (OECD 2018) is a crucial factor that changes the way job-seekers look for jobs (Karafolas and Alexandrakis 2014). During the years of crisis, Greeks of all ages were not selective regarding their jobs. The high levels of uncertainty and the need for income had an enormous impact on their job-searching strategies. As explained in Section 2, a substantial number of Greeks decided to leave the country to work abroad. Those who remained lowered their standards and applied for jobs regardless of their previous occupation, qualification level or the stated employment benefits (Papakonstantinidis 2014).

This behaviour is changing. Almost 77% of Greek millennials want to work in Greek companies (Kariera 2017). They consider IT and Computer Engineering as the most appealing employment sectors. Nevertheless, one-third of the respondents agreed that sectors such as Hospitality and Tourism, Education, Energy/Transportation and Shipping offer chances for professional development. By contrast, Greek millennials do not find anything appealing or promising in the Agricultural sector. Greek millennials responded that they would select their next employer based on the employer's credibility on respecting employment agreements and paying them on time. Finally, Greek millennials maintain a positive attitude for the future, recognising that the years of crisis are gone. Ninety percent of the respondents answered that the Greek crisis strengthened their resolve to find

workable solutions, while 75% optimistically supports that now they are more equipped to deal with any employment issue (Kariera 2017).

Based on the study published by Kariera.gr, Greek millennials seem to accept that the future will offer them more opportunities. For years, they preferred to work at jobs that simply paid them on a monthly basis. For some people, this was more than enough to survive. They did not want to leave their current employers for an unknown environment. The level of job uncertainty was tremendously high, and Greek millennials did not want to take any risks. This mentality is changing as the Greek labour market returns to normal. Greeks will be more open to take risks and look for jobs that suit their needs and qualifications. The internet and more specifically the SMWs have “changed the scenery in job search, and the recruitment process” (Nikolaou 2014 185) and will increasingly play a vital role in how young people in Greece will be looking for employment and new professional opportunities (Nikolaou and Foti 2018).

4.3. Expected Trends in the Use of OJVs in Recruitment and Job-search

As discussed earlier in this report, Greek SMEs are automating and digitalising many of their services and practices (SEV 2015). The online job-portals, as well as the use of SNWs in the recruitment and job search, will go hand-in-hand in the upcoming years (Nikolaou 2014). Due to the effects of the long-lasting Greek recession and the “brain drain,” the highly qualified and skilled labour market is limited. Thus, in the next years, recruitment of the best talent will be a more challenging process.

The private job-portals in Greece provide high-quality consulting services to both employees/job seekers and employers/owners.

Through a series of events and professional development seminars, employers and job seekers can receive training and advice to develop their CVs and online profiles. Employers are developing an understanding of the importance of employer branding, which has excellent potential to add value to their businesses. According to our interviews, employers are open to using more SNWs and their advanced search options to recruit talented people, whether they live in Greece or abroad [E5] and [E6].

The interviewed experts also indicated potential in the adoption of gamification in recruitment and job search [E5]. Although there is no sufficient research regarding gamification in recruitment (Armstrong et al. 2016), this subject is becoming a popular global conversation. Very few Greek companies are currently recruiting people through a technical contest that adopts game elements. In such competitions, several candidates are asked to solve a real problem and then present their work in front of their future employers. Although this is most common in the IT and marketing sectors, other occupations and industries (e.g., banking, finance, and real estate) could apply the concept of gamification in their recruiting and selection strategies. The rapid proliferation of mobile applications and online platforms offer the potential for companies to set up so-called “serious games” to assess candidates’ soft skills and other personality traits (Georgiou and Nikolaou 2017). Such contests can provide instant feedback to both sides. The winner gets the job offer, and the other participants gain practical experience while establishing contact with the organising company for a future reference.

5. Identifying Online Job-portals for Web-crawling

5.1. Documentation of the Job-portal Research Process

5.1.1. Identifying the Online Job-portals Through Google Search

The experts recommended specific keywords and job-portals to search on Google for inclusion in this research [E4] and [E5]. In particular, both general managers agreed that the job-portals that stand out for their user-friendliness and variety of OJVs are *kariera.gr*, *xe.gr*, and *skywalker.gr*. None of them specifically mentioned that other job-portals, such as *jobfind.gr* or *aggeliesergasia.gr*, should be included in the research.

To identify the most relevant job-portals in Greece through Google, we used the following search terms, shown in Table 3.

Table 3: Grid for documenting the Google search for job-portals

Search 1	εργασία	Job
	Number of results per search term	4,180,000 results
Search 2	αγγελιες εργασιας	Job adverts
	Number of results per search term	4,400,000 results
Search 3	Καριερα	career
	Number of results per search term	4,360,000 results

In all relevant Google search queries, the top results included the following websites: *xe.gr*, *kariera.gr*, *skywalker.gr*, *jobfind.gr*, and *oaed.gr*. The job-portals that this report recommends for the crawling activity are all cross-sectoral and cover a wide range of qualification levels. The Greek market is relatively small compared to other labour markets. Therefore, any effort for web scraping needs to involve the top websites that include the majority of OJVs in Greece.

5.1.2. Identifying the Online Job-portals Through Expert Interviews

During the interviews with experts, *Kariera* and *Skywalker* were identified as the most significant private generalist online job-portals in Greece [E1] and [E6]. Also, the experts agreed that the employment section of *XE* should be considered in the current research as it has the most substantial number of OJVs in Greece [E4] and [E5].

Kariera is the most comprehensive, advanced, and well-established job-portal in the Greek market. College graduates and middle-level white collar workers mostly visit *Kariera*. Also, *XE* has the most extensive inventory of OJVs in Greece. The vast majority of the OJVs on *XE* refer to low-skill, blue-collar jobs. We contacted the other two private job portals via email as well as the job-portal of *OAED*, but there was no response.

5.1.3. Validating the Selection of Online Job-portals

In the view of our expert from ELSTAT, the selected job-portals offer a wide range of OJVs across industries and qualification levels. All three chosen sites are leading the market by providing modern services [E1]. The possibility of duplications is low, because it is not common for companies to publish an OJV on multiple job-portals. Although they have jobs for all audiences, each of the selected job-portals focuses on a different audience, i.e. white-collar, blue collar, and unskilled workers. Kariera mostly publishes entry-level and middle-level OJVs, while XE.gr includes the most substantial number of OJVs that refer to low-skilled or even unskilled personnel. Employers who choose to publish their OJVs on OAED's job-portal rarely pay to publish the same OJVs on private job-portals. From ELSTAT's viewpoint, the combination of the three web-portals for web-crawling can potentially provide us with exceptional results.

5.2. Conditions for Drafting and Posting OJVs in the Selected Job-portals

5.2.1. Drafting and Posting an OJV on the PES Online Job-portal

The Greek PES job-portal of OAED includes a wide variety of occupations. Despite its newness, it is difficult to search for the available OJVs. First of all, there is no announcement board where the job seeker can check all available OJVs. Therefore, the visitor can complete two fields before searching for them. Although it is not mandatory, the visitor can select the location where he/she is looking for a job. Then, the candidate needs to type at least the first three letters of the occupation he/she is interested in or to click on the "Select Location" text box to access a dropdown list. This list of job specialisations is split into 678 sub-pages, making search somewhat uncomfortable. The results of the available OJVs on a single occupation will appear as follows: Location, Occupation, the Codename of the Job, Education Level.

Greek employers can only upload a job posting once they register to OAED. Registration is free of charge and requires a username and password to access the PES online job portal. The registered members access an online form to post their job vacancies at no cost. They can also update or remove the OJV once the position is filled. Also, Greek employers can search for candidates who have uploaded their CVs to the OAED's database. Finally, the registered users can electronically apply to several OAED-sponsored programs and initiatives. OAED's online form for drafting an OJV is standardised and requires the Greek employers to include the following information:

- Name of the company;
- Location of the company and the job (prefecture and municipality);
- Job specialisation;
- Types of employment (full time, part-time, occasional);
- Employment contracts (fixed term, indefinite duration, seasonal);
- Educational level from unclassified to higher education.

The process of drafting and posting an OJV to the PES job-portal is simple and straightforward. Nevertheless, the content of each OJV is limited, since there are no job descriptions. Each posted OJV receives an 18-digit code, e.g., 14/2017/000043473XX. There is a note in a blue frame placed on top of the search results page that informs users to write down the code number for the OJV to which they would like to apply. Then, users can go to their local OAED's office and ask for the job by filling out an application form and their CV as hard copy. The Greek PES online job-portal does

not offer more information regarding the position and its unique requirements (years of experience, additional languages, and so on).

5.2.2. Drafting and Posting an OJV on a Private Online Job-portal

We selected the most significant job-portal in Greece (Kariera) and the most popular classified ads portal (XE), as they both include the largest number of OJVs in Greece, ranging from high and medium job positions to low-level, unskilled positions.

Kariera.gr

Kariera offers a wide variety of advanced recruitment and branding services, CV screening services, and events. Posting an OJV to the Kariera job portal involves four steps. For this report, we only focused on the regular and customised OJVs that appear on Kariera.

Step 1: Registration

One can register by posting the following information: Name, Email, Password, Company Name, Phone, Address, Country, City, and Postal Code.

Step 2: Payment Options for the OJV

After registering, the job portal offers different pricing packages as mentioned below:

Posting a regular OJV		
Number of OJVs	Cost per OJV	Total Cost (€)
1	190	190
2	160	320
5	140	700
10	100	1.000
15	80	1.200
25	60	1.500
35	45	1.575
50	40	2.000
80	35	2.800
120	33	3.960
200	30	6.000

Source: Kariera (2018).

Kariera provides employers with the option to post a customised and branded OJV through the portal's "job branding" and "job branding premium" services. Both services enhance employer branding as the personalised OJV uses the whole screen to promote both the brand and the job vacancy. In the case of premium branding, the employer can post multimedia content and add external links to lead people to their corporate website. The pricing packages for the job branding services are shown in the table below:

Number of OJVs	Job Branding Total Cost (€)	Premium Job Branding Total Cost (€)
1	250	375
5	550	825
10	650	975
15	900	1.350
25	1.050	1.575
35	1.200	1.800
50	1.350	2.025
80	1.600	2.400
120	1.980	2.970

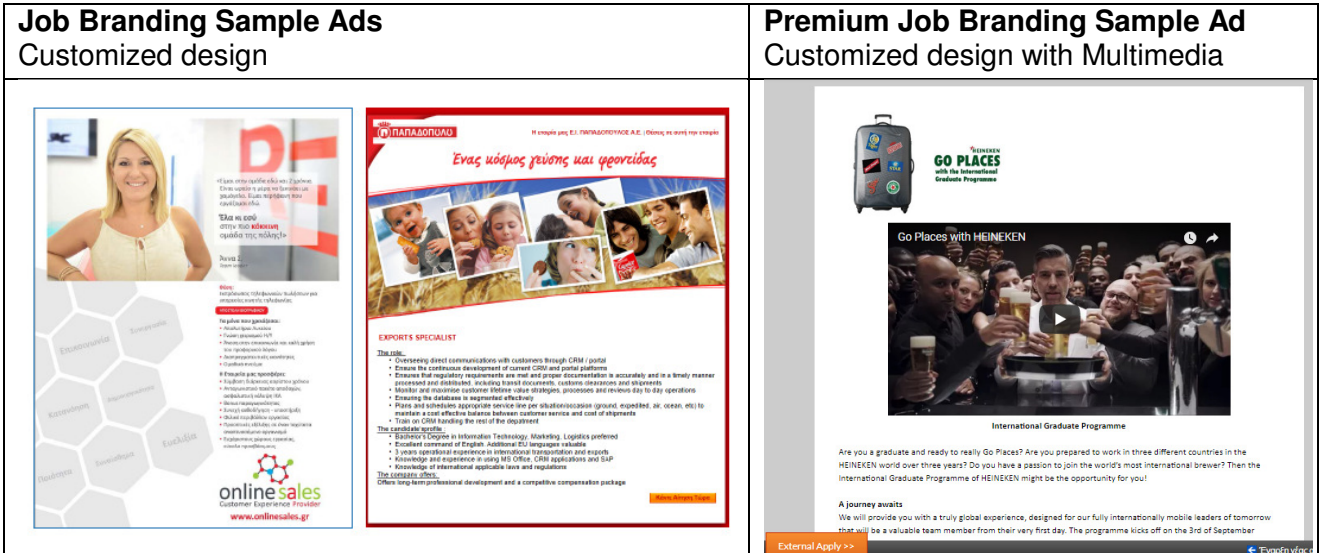
200

2.700

4.050

Source: Kariera (2018).

Below is a screenshot of the customised OJVs as designed by Kariera.



Source: Kariera (2018).

Step 3: Content of OJV

In the next step, employers select the category and the type of job they want to post. The information that employers can post is the following:

- Prefecture and city where the job is located (mandatory);
- Contact information (name, email, and phone number). (mandatory);
- Title of the OJV (mandatory);
- Description free text box which employers must write some details about the job (description, requirements, salary, corporate philosophy) (mandatory).

Kariera also offers a service to post a Video Corporate Profile and Video Ad. Large companies are the only employers that can afford to use this service. The pricing packages for posting multimedia content on Kariera are shown in the table below:

Corporate Video Profile	
Time	Cost (€)
6 months	1.000€
12 months	1.500€
Corporate Video Ad	
Number of Video OJVs	Cost (€)
1	500€
5	1.500€
10	2.500€

Source: Kariera (2018).

Step 4: Confirmation

The final step is the confirmation of all information and the OJV's upload on Kariera.

XE.gr

To post an OJV to XE.gr job portal, one should follow the steps as mentioned below:

Step 1: Employment Category

Select the Employment section. As this is a classified ads site, the other sections in this generalist portal are property, auto-moto, university students, global properties, and express ads. Then, the employment categories and sub-categories appear in a drop-down menu.

Step 2: Content of OJV

After selecting the division and the type of job, the next step is to draft the OJV by filling out the following fields:

- Prefecture and city (mandatory);
- Title of the OJV (mandatory);
- Salary of the OJV (optional with a tick box that the pay is negotiable);
 - Next, to the Salary box, there is a highlighted frame that provides users with a tip stating that those OJVs which mention salaries will be shown on top of the list and will be twice as effective in attracting candidates;
- External link to the corporate site;
- Description free text box in which employers must write some details about the job (description, requirements, etc.) (mandatory);
 - The website states some rules of proper submissions to avoid inappropriate and offensive language. Also, the site informs users that OJVs that are written in Greeklish will not be posted;
- Option to upload photos and videos (both video file and YouTube link);
 - The website provides another tip that OJVs that include images and videos are more effective;
- Contact information (name, email, and phone number) (XE 2018).

Step 3: Select Payment Option

The web portal provides five payment options to post an OJV to the XE. The five packages are the following:

Simple 10	Special 10 (popular)	Simple 30	Deluxe 30	Ultimate 30
6,20 €	21,94 €	12,90 €	26,99 €	31,12 €
Regular Placement 10-day period	Regular Placement 10-day period + Gold placement 7-day period + Platinum placement 7-day period	Regular Placement 10-day period + One post in the news- paper	Regular Placement 30-day period + Gold placement 7-day period + Platinum placement 7-day period	Regular Placement 30-day period + Gold placement 7-day period + Eight posts in the newspaper

Source: XE (2018).

Step 4: Payment

Employers should proceed to payment before posting their OJV online. They have the option of selecting among using a debit card, a credit card, or PayPal.

5.3. Contacting the Online Job-portal Owners

ELSTAT conducted a pilot study and considered Skywalker.gr as one of the sources for web scraping. We also contacted and interviewed experts from Kariera.gr and XE.gr. We tried to reach the management of jobfind.gr and aggeliesergasias.gr, but we did not receive a response. We explained to the interviewed job-portal experts the study's scope and its potential to understand the landscape of OJVs in Greece. They are very interested in the project, and they are willing to provide us with their assistance during the web crawling process.

From a web search on Top Greek Sites by Alexa ⁽¹⁵⁾, we found a list that includes websites relevant to both labour and education. We excluded the education-related websites, and the top-ranked Greek sites that relate to jobs are 36. Not all 36 websites are relevant for web-crawling through, as they are not fully functional as job-boards, but rather as news sites and blogs with OJVs sections. Therefore, the most suitable and accessible portals for web crawling are kariera.gr, skywalker.gr, and xe.gr. We have serious doubts whether the Greek PES job-portal of OAED will be accessible for the web crawling phase of the current study.

⁽¹⁵⁾ www.topgr.gr/

6. Format and Content of OJVs

6.1. Legal/Regulatory Framework

As EU Member State Greece aligns with the European directive regarding the principle of equal treatment. Law No. 3896 of 2010 concerns the application of the principle of equal opportunity and treatment of men and women regarding employment. In 2016, Greece integrated the Provisions of Directive 2006/54/EC into the Hellenic national legislation (Official Government Gazette A' 232/9 December 2016) and included the measures for equal treatment. These standards refer to equal access to employment, professional promotion, and training, as well as fair working conditions and non-discriminatory recruitment conditions [E7]. According to the integrated principle of equal treatment, during the employment and recruitment process, any form of discrimination regarding gender, nationality, skin colour, religion, disability, sexual orientation, marital and social status is prohibited.

The Greek Ombudsman ⁽¹⁶⁾ is the official authority that safeguards employees' rights in both the public and private sectors. The Greek Ombudsman monitors and promotes the implementation of the principle of equal treatment, as well as the rights of children and other vulnerable groups. The Hellenic Data Protection Authority (HDP) ⁽¹⁷⁾ is the authority for the protection of personal data and privacy of individuals. Since job-portals in Greece and other countries offer the option of storing CVs to match them with employers, the data protection law grants job candidates certain rights and requires specific responsibilities from those who keep personal data for any professional reason.

Although gender-related violations of the law can be easily detected in OJVs, age discrimination is harder to detect (Mihail 2006). For example, the term "young" has multiple connotations since the term might refer to someone's age or lack of experience. The terms "junior" and "senior" (e.g., Junior Copywriter and Senior Copywriter) are permissible as both terms imply people's experience and skills. Other discriminatory wording that can appear in OJVs is someone's physical appearance, nationality, skin colour, religion, or sexual preference. The principle of equal treatment has some limitations. Regardless the legal restrictions to the generalist sites and corporate websites, employers that would like to exclude specific categories of people, could select niche web-portals or newspapers and magazines with more focused target groups to recruit candidates based on their gender, age, nationality, religion, or sexual orientation.

6.2. Format of OJVs

A typical Greek OJV requires three steps to be completed before publication. First, employers choose the professional category/sector to classify the OJV. Second, they select the location (prefecture/city) where the job will take place. Sometimes this information refers to the employer's headquarters as the job could involve remote work. Third, every OJV allows the employer to write information (job description, requirements, tasks, and so on) using an open text box.

⁽¹⁶⁾ In Greek "Sinigoros tou Politi", <https://www.synigoros.gr/>.

⁽¹⁷⁾ <http://www.dpa.gr>.

The major private job-portals provide customised corporate templates that function as landing pages to promote their OJVs as a more premium service. This approach is usually followed by multinational corporations that aim through their OJVs to communicate their employer branding and corporate design (logos, colours, and layout). The customised OJVs are still not popular among the private job-portals, as they are more expensive than the regular options. Nevertheless, the companies that are using the personalised templates are characterised by either high turn-over rates (e.g., call centres, sales, and customer service) or by a shortage of skilful employees (IT, Telecommunications, Start-Ups, and Online Services). Therefore, the need to recruit many candidates and to attract the best candidates by eliminating them from their competitors is a necessity.

It is not common in regular OJVs to see images other than the company's logo. Nevertheless, many customised OJVs included vector graphics and images from databases. The vector graphics included arrows, growth rates diagrams, aeroplanes, idea light bulbs, and chess figures, to signify success, money, strategic thinking, and creativity. The abstract images included archery targets, happy employees, climbers, champions, and people who were non-verbally encouraging the viewer with thumbs up. It is interesting that from the sample of the OJVs that we examined, we could rarely find an OJV that was posting a picture of the actual workplace showing current employees or corporate premises. It is not a standard practice to use images from the company's premises. Nevertheless, some customer service companies showed real employees to communicate their pleasant working climate to attract candidates. Although in Greece there is limited academic research regarding the content of OJVs, there is nothing written about the format of OJVs. Greek employers follow a simple layout to form OJVs.

6.3. Content of OJVs

The sense of uncertainty and lack of trust still characterise the current Greek business environment. Insecurity is reflected in how employers decide to communicate their job vacancies [E3]. When we asked the experts about it, one of them responded that many Greek companies are still trying to fill positions internally or through personal recommendations (word-of-mouth) [E4]. As explained, the reason is that they do not want to generate rumours or increase uncertainty among their current employees by posting an impersonal OJV on a job portal. They want to communicate the vacancy first internally and then post an OJV only if they have no other option.

Greek employers sometimes use a job-portal to collect many CVs with the intention to find a rare talent among the candidates [E2]. Since there is no labour shortage in Greece, one posted OJV on the most popular job-portals can attract many candidates. Although the numbers vary among different sectors, one expert mentioned that a vacancy in hospitality might receive more than 500 applications [E4]. To some extent, employers avoid detailed content on their OJVs. They avoid revealing information of what each job requires for competitive purposes, although one of the experts indicated that being abstract usually brings the opposite result [E3]. Many Greek employers do not post detailed OJVs to avoid making commitments, which will allow them to add more duties and tasks to their new employees as soon as they sign their contracts.

Greek OJVs lack detailed information and clear structure (Anastasiou 2014). For example, OJVs for sales managers, use the title "Manager" or "Sales." There is no further explanation as to whether the position requires certain skills and qualifications. Sometimes OJVs are looking to hire part-time promoters for a special event. OJVs with the title "Communication Managers" or "Marketing Executives" could also be deceiving, by attracting people with degrees in marketing to sell books door-to-door for a small commission. Also, the title "Office Personnel" is frequent in Greek OJVs,

but it refers to Administrative Assistants, Customer Service, and Customer Relationship Management. It is also common to see OJVs which keep the employer's brand name confidential.

Most of the OJVs on job-portals were written in Greek. Nevertheless, we could find several OJVs that were in English, e.g. "English Speaking First Line Technical Support Vacancies" or "Technical Support Advisor Roles for German Speakers" and some others have an English title, but a Greek description. The interviewed experts responded that this happens for several reasons. First, the employer may be a multinational company that sends the text of duties and responsibilities in English to filter the applicants to those who can communicate in English. The general notion is that the appropriate candidates should be able to communicate in English as a minimum requirement. Second, the English OJVs might include technical information which translated into Greek would not accurately communicate the required tasks and responsibilities. Finally, there are certain IT positions such as IT specialists, System Administrators, Support Officers, and IT Infrastructure and Applications Support Specialists for which the English title sounds more comprehensive than its Greek translation. During an interview, one of the experts mentioned that the English language is more business-friendly. English helps the employer to build more appealing image branding, which will attract the best of the millennials in a more snackable language [E6].

Depending on the nature of the job position and the organisation, the applicants are usually addressed in Greek using the formal second person ("Eseis" instead of "Esy"). As this grammatical form is also used to approach a larger group of people, e.g. a team, it is seen to carry the notion of team-orientation instead of placing the emphasis on a single individual [E5]. Furthermore, most of the OJVs in Greece are written abstractly to attract as many candidates as possible. This is usually the case for companies (e.g. customer service, call centres) or sectors with high turn-over rates. When a job position requires certain skills (e.g. IT Support to know Java Programming) the OJV is written in a specific way. When a job aims to attract Sales Executives, the content is abstract by stating that the candidate should have people skills and good team spirit [E3].

The tasks that are mentioned in OJVs are usually formatted in bullets and include the minimum requirements for the job. Most OJVs' requirements regarding professional experience range from "no previous experience" to "minimum two years of experience." Other requirements refer to oral and written English as well as computer literacy (e.g. "The candidate should know how to use MS Office"). The job benefits are also not detailed and elaborate. A typical OJV for a Sales Executive position for a telecommunication company would state that the job offers "a stable monthly salary and insurance," "bonus based on productivity," "paid induction period" and the "option to choose between working part-time or full-time." Usually, such OJVs mention that the position includes a "competitive salary," which also allows room for different interpretation [E2].

Nevertheless, more advanced positions require more elaborate OJVs. The majority of the OJVs aiming to hire people in managerial positions are more detailed stating the needed skills and qualifications. The information regarding the benefits is still abstract and does not mention the salary or other benefits and policies. The pay and the detailed description of the duties are essential pieces of information to recruit highly skilled people (Anastasiou 2014). We asked one of the experts to provide us with the reason why companies do not mention salaries in the OJV. The expert answered that Greek companies rarely reveal this information because the "current employees might see the post and feel dissatisfied" [E4]. Greek OJVs, as in many other countries, tend to use familiar terminology to attract candidates. Many job postings were looking for "detail-oriented" candidates, who are "team players" and are willing to work in a "fast-paced work environment". These cliché expressions do not add anything new to the OJVs.

Regarding any possible discriminatory content, the Greek OJVs usually imply the age preference when they mention the word "Young" next to several occupations, e.g., Young driver is needed.

We could not find OJVs with evident negative or positive discriminatory content in someone's physical appearance, although in the past this was common practice in traditional newspaper job postings (Mihail, 2006). The only section in private Greek job-portals that includes many OJVs with discriminatory language is Domestic Workers. Such OJVs mention specific preferences regarding age, nationality, and gender. Individuals - not companies - post OJVs for domestic workers using discriminatory language.

6.4. Main Differences between the Public and Private Online Job-portals

There is no connection between the PES and the private job-portals in Greece. The OJVs on the PES job-portal of OAED do not appear on any of the private job-portals. This happens because the Greek state can subsidise employment offers that are posted on OAED's web-portal. The PES job-portal publishes job positions that mainly refer to blue-collar occupations. On the contrary, the private job-portals have a mix of both specialist positions (e.g., sales managers, accountants, marketing executives, web developers, graphic designers) and low-level skill, blue-collar occupation positions (drivers, couriers, babysitters).

All three official PES websites function like announcement boards with apparent weaknesses in user experience. OAED's portal offers a standardised template for all employers, who cannot upload detailed online information regarding the job vacancy. Two categories characterise each OJV on OAED's web-portal; employer's name and location. In contrast, the private job-portals publish more detailed and media-rich information on their OJVs than those on the PES portal.

The private job-portals are tools for employer branding. They have a modern look and feel, which allows employers to gain visibility and recruit the best talent for each position. The private job-portals are more open and flexible in accepting new formats based on client requests. Nevertheless, for financial reasons, many employers are still buying the regular standardised template, which only allows them to decide on the length and content of the posted information.

6.5. Expected Trends in the Format and Content of OJVs

The Greek labour market is still recovering from the effects of a long-lasting economic recession. For the reasons explained earlier in this report, a significant number of Greek well-educated employees left the country to live and work abroad. All interviewed experts argued that the recruitment and retention of the best talent will provide companies with a competitive advantage in the future (Mitchel, et al. 2018). The experts also asserted that the employment and financial conditions in Greece are getting better. They believe that through the broad adoption of digitalisation in business practices, Greek companies will be able to reverse the "brain drain" and attract the young Greek scientific labour force back in the country [E6]. Professionals in human resources recognise that only through the application of modern business practices, they will develop a more appealing business environment which will result to a stronger and more efficient labour workforce (Werner et al. 2011).

Transparency is key to attract the best talents. To some extent, there will be a tendency for the most skilful employees to select their employers as opposed to the employers choosing their employees. Today's candidates are still uncertain regarding the work conditions they will experience. The Career and Generation Y survey (Kariera, 2017) revealed that young people would like to

know more about the job's tasks and duties. This means that in the future, OJVs will have to provide more relevant information regarding the job position to attract the best talent from anywhere in the world. Greek millennials want to make an educated decision by knowing their actual working hours, the company's size, the employment conditions, and their benefits (e.g., promotion policy, equal opportunity policy, salary range, bonus, child care provisions). Many experts agreed that a well-written OJV promotes employer branding, sets the standards for productive professional relationships, while minimising the recruitment time and saving valuable resources [E2], [E3], [E5], and [E6]. A comprehensive OJV that explains the tasks, the responsibilities and the benefits of each position can enhance the recruitment process and attract the best job applicants (Anastasiou 2014).

The Greek market experienced an extended period of uncertainty which created mistrusted employee relations. The proliferation of digitalisation, social media, and gamification in the Greek labour market might shape the future of recruitment and employment. Employers seem to be more open than ever to make use of all available online tools, such as job-portals and social media, to enhance their employer image branding. Employers are still hesitant to fully accept that they will be applying social media recruiting practices to screen their applicants' past and tendency to work. However, this might be a reality that needs to be documented and examined in the future.

On the other hand, the more computer literate employees are already searching online to read company reviews to assess the employer's credibility and professional behaviour. This tendency will increase in the future as the available information will become more vibrant and relevant. As the Greek labour market becomes more open to online business practices, gamification has the potential play an essential role in the future of recruitment and selection. Many employers would like to test the skills of their future employees in real-life situations [E5] and make a decision based on merit and not based on someone's credentials, or interview skills.

The interviews with the employers revealed that more niche job-platforms would appear in the upcoming years [E5]. The need for specialised blue collar workers as well as the return of the skilled employees will shape the future of employment and recruitment in Greece [E3]. Experts believe that job-portals should be more mobile friendly as young Greeks are using their phones and tablets to look for a job from ubiquitous places [E5]. As the internet has become part of personal and professional lives, multimedia OJVs might replace the traditional ones. HR departments will be requesting "Why Me" video posts, or podcast sessions to recruit candidates [E2]. Companies could add more multimedia to their OJVs by producing short videos that demonstrate the nature and the real working conditions of each offered job position. Finally, digitalisation has the potential to enhance the communication process to attract, convince to return home, recruit, and retain the best talents in Greece.

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Expert Interviews

No.	Name of organisation	Type of organisation	Expert's position	Interview date
E1	ELSTAT	Statistical Office	Head of Coordination and Programming	23 January 2018
E2	Kariera.gr	Private Job Portal	Managing Director	30 January 2018
E3	Xe.gr	Private Classified Ads Portal	Sales Manager	26 January 2018
E4	Hotel Company	Hospitality Industry	General manager	29 January 2018
E5	Hellenic Internet Company	Digital Marketing Agency	General Manager	25 January 2018
E6	LinkedIn Trainer and Employer Branding Coach	Consulting Firm	Self-Employed	9 January 2018
E7	Company	Law Firm	Employment, Corporate, and Commercial Advocate	17 January 2018

Annex

Table A: List of Top Greek sites in Employment as found on Alexa.com

#	Website	Alexa Rank
7	kariera.gr	14,077
8	skywalker.gr	17,527
9	oaed.gr	18,961
19	asep.gr	39,817
29	ageliesergasias.gr	60,446
34	jobfind.gr	71,197
38	proson.gr	80,291
49	douleutaras.gr	132,709
50	neuvoo.gr	135,704
63	careerjet.gr	200,260
64	semifind.gr	215,091
65	didefth.gr	226,084
66	careernet.gr	226,911
68	proslipsis.gr	244,894
69	randstad.gr	262,075
75	jobs.freestuff.gr	329,188
77	ergatika.gr	398,439
89	jobstoday.gr	566,186
101	jobseeker.gr	744,978
105	adecco.gr	872,070
114	freelancer.gr	1,093,484
119	cosmosjobs.com	1,369,055
120	mycarrera.gr	1,421,469
123	paideia-ergasia.gr	1,564,187
127	click4money.gr	1,697,160
132	diktuo-ergasias.gr	1,997,106
142	ergasia.gr	2,644,418
150	careerinprogress.gr	3,145,940
153	coffeejobs.gr	3,398,334
171	careerplanner.gr	6,812,261
181	intrajobs.com	9,996,005
182	thejobcenter.gr	12,062,283
183	pointofbeauty.gr	12,112,660

#	Website	Alexa Rank
197	carierra.gr	19,490,861
200	apasxolisi.gr	50,000,000

Source: www.alexa.com (February 2018).

Table B: List of 14 major job portals in Greece

A/A	Name	Number of advertisements (7 June 2016)	Target group	Monthly visitors(X1000) June 2016	Alexa Ranking
1	karierra.gr	1,900	General Job board	855	10,920
2	oaed.gr	—	Recruitment agency	1,400	21,217
3	skywalker.gr	3,300	General Job board	647	27,086
4	proson.gr	1,000	National public website	286	31,709
5	asep.gr	—	National public website	248	73,894
6	jobfind.gr	500	General Job board	163	85,166
7	diorismos.gr	>500	Newspaper Website	172	110,586
8	careernet.gr	350	General Job board	156	112,689
9	randstad.gr	200	Recruitment agency	63	253,594
10	proslipsis.gr	200	Newspaper Website	110	273,287
11	neuvoo.gr	12,000	Job search engine	49	317,627
12	mycarrera.gr	150	Job search engine	22	358,217
13	yourse.gr	3,000	Greek Job search engine	33	615,639
14	jobseeker.gr	50	General Job board	16	873,686

Source: www.greek-sites.gr (June 2016).