SOCIAL MEDIA IN RECRUITMENT

BY

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THESIS

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Abstract

Social media, in addition to allowing people to connect and communicate socially, has allowed employees and employers to connect for business purposes. This has high relevance to new media theory, as it is technology that has affected the recruitment and business practices of many organizations. The following presents an analysis of social media trends and usage across a sample of 102 participants of the 2013 Social Media and Recruitment Conference, using a 14 item questionnaire, with semi-structured interviews used for insight in interviewing three experts from major companies. Results revealed that the conference participants felt that social media was beneficial, although had considerable disadvantages, while they provided their perspectives on trends, advantages, and disadvantages. Meanwhile, the interviewees felt that social media is a valuable supplement, while online recruiting is basically the nature of modern recruiting, although companies with enough funding seem to prefer special online programs or software for their recruiting.

Table of Contents

Abstract 2

Chapter 1: Introduction 5

1.1 Background and Scope of Issue 5

1.1.1 Changing Employee Relations in the Process of Seeking Labor 5

1.2 1.2 Research Direction and Structure 8

1.3 1.3 Rationale for Research and Significance of the Study 9

1.4 1.4 Overview of Research Questions, Aims, and Objectives 10

1.5 1.5 Introduction to Research Methods 11

1.6 1.6 Overview of the Presentation 12

Chapter 2: Theoretical Background/Literature Review 13

1.7 2.1 Introduction 13

1.8 2.2 Traditional Recruitment Strategies and Changes from Online Technology 13

1.9 2.3 Cases of Implementation: Examining Change 17

1.10 2.5 Summary 18

Chapter 3: Research Methods 20

1.11 3.1 Introduction 20

3.1.1 Research Design 20

1.12 3.2 Research Aims, Objectives, Questions, and Hypotheses 20

1.13 3.3 Sampling 22

1.14 3.4 Instrumentation 22

1.15 3.5 Data Recording and Analysis 23

3.5.1 Resources 24

3.5.2 Search Strategies 24

3.5.3 Pilot Study 24

3.5.4 Distribution and Recording 24

3.5.5 Data Analysis 24

3.5.6 Data Presentation 25

1.16 3.6 Limitations 25

1.17 3.7 Ethical Issues 25

Chapter 4: Results and Analysis 26

1.18 4.1 Introduction 26

1.19 4.2 Pilot Study Results and Sample Selection 26

1.20 4.3 Survey Results and Preliminary Analysis 26

1.21 4.4 Interview Results and Preliminary Analysis 33

1.22 4.5 Summary 36
Chapter 5: New Recruitment Practices Bringing New Challenges 36
1.23 5.1 Transparent Society and End of the Privacy 36
1.24 5.2 Positions in the Workplace Reshaped by Social Revolution 38
1.25 5.3 Effects of Social Media Recruitment on Power Structures 39
1.26 5.4 LinkedIn Style Sites: New Middle Men 39
Chapter 6: Discussion and Further Analysis, Recommendations, and Conclusion 40
1.27 6.1 Introduction 40
1.28 6.2 Discussion and Relation to Literature 40
1.29 6.3 List of Recommendations 42
1.30 6.4 Conclusion 43
References 45
Appendices 48
1.31 Appendix A: Malcolm Thomas Interview 48
1.32 Appendix B: Mike Taylor Interview 53
1.33 Appendix C: Peter Roels Interview 59
1.34 Appendix D: Survey Questions 63

Chapter 1: Introduction

1.1 Background and Scope of Issue

Social media is a powerful new tool and medium for communication that is used by individual private parties and large businesses alike. Sites such as Myspace and Facebook have allowed people to connect in a manner similar to e-mail while sharing images, video, and maintaining text updates that can be informative to people wishing to periodically check up on the profiles that can be created. Meanwhile, sites such as LinkedIn allow people to create more professional networks through features not compatible with personal socialization, and thus this is used by individual professionals seeking professional networks and large businesses seeking awareness and connections (Facebook is used by both, with versatile features). Considering this, both types of sites can be used for recruitment and hiring (Silverstone 2013). The rise of the phenomena has led to changing practices in HR and recruitment, and recruiters have increasingly realized the increased cost-effectiveness and potential to reach a wide range of people through the easy access to conveniently viewable digital profiles. This research report is concerned with recruiter practices, focusing on how recruiters use social media (to what extent, how many, how frequently, etc.) to reach out to and hire employees for their organization. The scope encompasses researching a sample of people regarding these issues, relating this to the findings of empirical studies and other literature published in the past decade. This chapter introduces the study while reviewing the research direction, significance of the research, an introduction to the research aim and objectives (including questions and hypotheses), an overview of the research methods, and an overview of structure of the presentation.

1.1.1 Changing Employee Relations in the Process of Seeking Labor

There are some corporate cultural changes and sociological implications in recruitment processes when companies and managers use social media to recruit people, instead of older internet or people methods. The culture of work environments, the culture of recruitment campaigns, and the sociology of all this is altered. From a humanitarian standpoint, communications regarding professions are both more distant and closer at the same time, allowing people to connect regarding professions instantaneously and conveniently, with access to uploaded information, but without as much of the personal element. The main cultural and sociological change from using these services is the reduced personal communication, as there are less 'human elements' when social media is used. In older personal recruiting campaigns, the prospect got a better feel of the organizational culture promoted, as well as a better chance to interact more closely with recruiters as human beings. These elements are being lost, but many seem to feel this is a worthwhile price to pay for efficiency. Aside from these aspects in the shift from traditional mediums to social media, social media also has other sociological and cultural influences relevant to humanities, as when it is used in the work place for recruiting, its use can spread to have impacts in labor issues (mainly as distractions or violations of privacy), inequality (when employees are allowed different rights in social media use or social media allows bias to be used in recruiters), transformation of labor (allowing recruiters to more readily find people through social media when jobs change), shifts in power laws (potentially relevant to culture issues in social media and recruitment), freelancers on the internet (social media can potentially be used to recruit people away from organizations to participate in or create their own

organizational cultures, or make use of low-cost foreign freelancers), and scale free networks (describing network usage trends as simple mathematical patterns, and attempting to make strategic decisions based on these behaviors fit to patterns). Reviewing literature critical to these topics as presented by Shirkey (2006), Barabási (2002) Barabási, Albert-László, and Bonabeau (2003), Castells (2011), and others helps to understand humanitarian, cultural, and sociological concepts relevant to the use of social media in recruiting.

Shirkey (2006) stated "a persistent theme among people writing about the social aspects of weblogging is to note (and usually lament) the rise of an A-list, a small set of webloggers who account for a majority of the traffic in the weblog world" (p. 35). New social systems, at least at first, seem to be lacking any form of elitism present in previous systems, but the mediums tend to become used as the same means to an end for the same organizational culture exhibited before the mediums were used. This is especially true after a system grows, while Shirkey (2006) wrote that diversity combined with the freedom of one to choose generates inequality; moreover, this is coupled with his assertion that higher levels of diversity in turn lead to *extreme* levels of inequality. Commenting on power law distributions, the Pareto or 80/20 rule is applicable to social networks, as generally a small proportion of the online community will be considered the most significant. Relating this to the current case of recruiting and cultural impact, generally only a small proportion of people are pulled from the applicant pool, while the use of the social media tools in these efforts shift the recruitment culture as described. There is potential for inequality here, making Shirkey's (2006) work relevant to the topic. Shirkey (2006, p. 42) stated "inequality occurs in large and unconstrained social systems for the same reasons stop-and-go traffic occurs on busy roads, not because it is anyone's goal, but because it is a reliable property that emerges from the normal functioning of the system."

Other, even more important, literature introducing the topic of cultural shifts and sociological implications from using social media instead of traditional recruiting methods was presented by Barabasi (2002). Though social media was not really used for recruitment, or at all, during this time, he asserted that gaining a true comprehension of online environments is an absolute requirement for developing strategies and techniques which "offer a fast and reliable communication infrastructure" (Barabasi, 2002, p. 145). The analyst stated that from a structural perspective, the internet can be argued to be more like an ecosystem than a mechanical device, and there are cultural and sociological implications in the ecosystem analogy. With time, the internet is argued to be creating a sort of web-like universe (Barabasi, 2002). A year following the first presentation of analogies and internet analysis relevant to this work, Barabasi teamed up with partners while discussing how the rich get richer, and how the internet is used in the meanwhile. At this time, social media was not popular nor commonly used in recruitment, but the use of the internet had a potential to shift recruitment processes and other areas of corporate and societal culture farther from personal communication and closer to online communication. Relating this to humanities, Barabasi, Albert-Laszlo, and Bonabeau (2003) offered some meaningful discussion when they stated "as humanity becomes increasingly dependent on power grids and communications webs, a much-voiced concern arises: Exactly how reliable are these types of networks? The good news is that complex systems can be amazingly resilient against accidental failures" (p. 54). Elaborating on these concepts relevant to the work presented here, Castells (2011) stated that power in the network society is in fact exercised through networks (p.

773). This expert defined power in terms of networking power, network power, networked power, and network-making power. Castells (2011) also asserted that counterpower is generated in a 'network society' by attempting to initiate change and implement alternatives. He additionally asserted that actors are humans, but it is humans themselves that are organized within the network societies. Moreover, he wrote "who does what, how, where, and why through this multipronged networking strategy is a matter for investigation, not for formal theorization." This shows the significance for the work presented here.

Aside from this, many analysts have considered how technology has changed recruiting strategies, and this has paralleled the development and assessment of new media theories, which have extended from old media theories. Old media is considered linear in terms of its relationships with professional and culture, and new media is considered more exponential (Cover 2004). Leader-Chivee and Cowan (2008) stated that, in the past, it has been rare that social trends would influence industry. However, the creation of digital culture through new mediums coupled with the way it has affected employer to employee relationships has altered many aspects of both professional and personal culture. Cover (2004) argued that emerging media theories can be understood in the context of the older, but they have generally developed in a new direction while considering their impacts in sociology and culture (see literature review in chapter 2 for details).

Considering how employment and recruitment processes have changed over time, and changing employer relations in the seeking of employment, it is evident that this has changed considerably over time. In ancient societies, such as ancient Greece, employment was considered in a different light altogether. Many people considered unemployment a virtue, which was easily afforded since slavery was more of a norm at the time, and 'employees' were owned by even most common people (Hardy 1990). In this era, many considered employment to be a burden, and the people that did work for money were commonly in a lower position in society. Specifically, Hardy (1990, p. 7) stated that people in this society "associated work with that endless cycle of activity forced upon us by embodied existence…Thus hunting, farming, cooking, spinning, weaving, sewing, construction, plumbing, roadwork, and the like were all seen as various activities in which our existence is bound over to the biological order of necessity." This was reportedly commonplace in other advanced ancient societies, although the norm in developed societies changed with the next millennia, and with the developments occurring at the time of the middle ages, more people were working. According to Boas (2010), many people worked from home during those times, supplying the needs of their town and able to do this through equipment they installed. People would manufacture wine, shoes, fruit, etc. with their own means, and trade in marketplaces or sell to make a living. Those seeking work could either do so through a family trade, as was common, or could seek apprenticeship elsewhere within their location. Self-employment and apprenticeship depended on more demand and economic variables than they did during the times of the ancient Greeks, and there was a wider range of occupations. These included a range of shopkeepers, stall workers, bakers and potters, smiths, tailors, tavern workers, butchers, and other manufacturers and servicers dealing with the level of technological development, industry, and agriculture in place during the period.

It was not until the industrial era that the formal employment practices, recruitment, and job-seeking processes that are commonly known today came to pass. These would continue through the information age, increasingly becoming more sophisticated, formal, and part of a widespread set of practices observed in different regions. With this, people came to know what to expect from employers, and could follow certain etiquette that was assumed universal from company to company and with regards to employer to employer. Manufacturing plants and industrial companies would commonly need to drastically increase their staff from events such as doubling of production output contracts or acquisition of raw materials, and this could lead to demands to actively recruit people (Liberman, 2004). In addition to the formal practices and paperwork involved, this age experienced more recruiting campaigns. With the improvements in communications technology in what is known as the 'information age,' employment seeking and recruiting practices became even more methodical, organized, and formalized. According to OECD (2000), this era had a major impact on employment itself alongside the kinds of skills increasingly sought, leading to higher rates of unemployment in people considered to have lower levels of skills.

1.2 1.2 Research Direction and Structure

The general research direction is to assess evolving recruitment trends in response to the changing technology, and the results that have stemmed from these trends. Here the researcher assesses advantages and disadvantages of using social media in recruitment, attempting to study the changing trends, the preferences of sites used for recruitment, the rationale for these preferences, methods of using the mediums, and the extent that these mediums and methods are an improvement over previous mediums and methods. From here, the research direction moves to develop recommendations for ongoing practice and research, with the implications from the research used as the foundations for this and the overall conclusion presented. Overall, the research direction moves from the realization of the existing trends, towards summarizing the main findings of literature while relating these to results from a 'mixed methods' approach.

The study that has been designed is qualitative in nature. This type of study is a research effort which seeks to pursue the understanding of theory, examining underlying principles and rather than quantitative or less conceptual aspects of business (Kothari 2008). Qualitative research was selected for the work as the research targets conceptual trends and aspects such as motivation, frequency of use, and outcomes. Theory and concepts are then applied to strategy and recommendations for ongoing work. It was deemed best to design and describe the research in these terms because the approach is considered less direct and more applicable to theoretical developments (Holliday 2007). The study focuses on interpretivism and objectivism as a means of assessing ongoing processes and implications for the future.

Providing an overview of all elements established for the research methods, qualitative sampling and custom instrumentation were developed. Qualitative sampling adopted involves the selection of people with appropriate knowledge or perspective of the topics at hand, so that trends and perspectives can be recorded for the theoretical analysis, relations to research, and recommendations (Kothari 2008). Here, the study has adopted a combination of inclusion criteria

and ‘convenience sampling’ to address this, which is also known as the participation of the most willing and accessible people. Regarding instruments, the study uses both the survey questionnaire and interview instrumentation commonly used in academic and scholarly research, while the researcher targeted similar but different samples for each piece of instrumentation. For the surveys, 100 people are targeted as a statistically significant sample. Here the researcher targeted participants of the 2013 Social Media and Recruitment Conference, and this served as the inclusion criteria for this instrument. Regarding the other instrument used, the interviews, the inclusion criteria included experience with international recruitment and management and perspective of ‘in house’ recruitment techniques. With this, the survey questionnaire is assumed to have the advantage of being distributed across a wide range of people more quickly, but more potential from misunderstanding if not monitored (Laurel 2003). Meanwhile, interviews are more personal, and researchers can ask follow up questions as needed in addition to being able to explain when any confusing issues arise, but are less easily distributed across the same wide range of people (Holliday 2007; Kothari 2008). It was realized that the most value and data could be obtained through the use of both the survey questionnaire and interviews, with a better potential to fully address the research questions and objectives.

The search strategy for the samples involved a strategic location of knowledgeable participants considering the limitations of the research. Thus, 100 people were targeted in the 2013 Social Media and Recruitment Conference, and three additional experts were sought for interviewing. Data was recorded electronically for the surveys, administered through a web application. Meanwhile, interviews were conducted individually and personally, then transcribed for the purposes of this work. Using results from the web application, the survey results were compiled, and then the data was analyzed, using a combination of basic math (for the quantitative elements) along with qualitative theory. This allowed for insights to be gained regarding both numerical representations and trends in the information and how it relates to the literature reviewed (see discussion chapter for details). The limits of this, aside from the inherent bias and emphasis on theory, are due to the sample size and lack of perspective into trends (see limitations section for details).

Overall, considering the methods and the insights one gains from these, they affect the structure of the thesis. The third chapter, dedicated to methodology, is followed by a presentation of information separated into sections for the instrumentation types because of this, followed by the relation to literature presented in the fifth chapter.

1.3 1.3 Rationale for Research and Significance of the Study

With the changing trends in HR and recruitment, business processes have been affected, and some employers may feel that it is necessary that HR implement the use of the tools and common social media techniques simply to keep up with the competition; if other employers in the industry are searching through wide ranges of employees in a cost effective manner, not doing so, even if purely for the sake of competition, could place them at a disadvantage. Additionally, employees may feel that they are missing out on opportunities if they do not pursue the online mediums that their competitors (for job positions) are using. Online mediums are

commonly used to simply examine an organization prior to considering applying with it, and both employees and employers commonly feel that this availability is generally useful for business purposes (see literature review for further details). Considering these changes and the effects on job seekers, there is a strong rationale for the research, while the significance of the research explained in greater depth below further explains the rationale for the study.

The study is significant because it examines an important area of HR processes and organizational evolution, considering that the recruitment and hiring processes are some of the most important in a company; this is the inflow of new human resources, and thus this is a significant part of multiple areas and stages of organizational operation. Moreover, this is a shift in traditional or conventional trends, so it is important in this regard as well. The new technology and trends are changing the nature of competitive advantage and organizational operation, as well as how organizations communicate with employees, so this aspect is also considerably significant. Lastly, although there is a substantial amount of literature available in existing databases regarding the use of social media in these processes, the study provides a unique data set, which is considered significant in itself. Thus, the research can provide unique information to supplement the existing literature, and it can potentially serve as guidelines in future studies. Considering all of this, it is fair to write that the study discussed is significant, and is therefore justified because of this significance.

1.4 1.4 Overview of Research Questions, Aims, and Objectives

The research aim developed serves as the foundation for the research questions that were created for this study, while the research questions in turn serve as the foundation for the research objectives; these research objectives are considered the hallmarks for the successful completion of the study, while they are also foundational in the creation of the research instrumentation (surveys and interviews both strategically developed and applied in a 'mixed methods' approach). See section 1.5 and Chapter 3 for details regarding the methodology. With this explained, the general research aim of the study is to assess the changing trends and implications of social media technology in regards to recruitment, or to assess the impact of this technology on common recruiting practices.

There are four specific research questions developed to be answered through the study; as mentioned, the questions form the basis for the instrumentation questions and research objectives, and the research is generally designed to be able to answer these questions. Namely, these four questions are:

Research question 1: "*What are the advantages and disadvantages of using social media in employee recruitment?*"
Research question 2: "*Which social networking sites are used for recruitment and why?*"
Research question 3: "*How do employers and recruiters approach potential candidates using social media?*"
Research question 4: "*To what extent can social media help the effectiveness of recruitment processes?*"

The methodology chapter (Chapter 3) reviews these questions while presenting hypotheses for each, while also presenting the instrumentation used to address the questions, general aim, and research objectives. The research objectives developed for the stated purposes include to: i) assess the effectiveness of social media use in recruitment, ii) examine the changes from the use of this technology compared to conventional recruitment processes, iii) examine trends in using the technology, and iv) provide recommendations for improving practice or gaining more knowledge through additional research efforts.

1.5 1.5 Introduction to Research Methods

As mentioned, the research methods are considered a 'mixed methods' approach, since it applies both of the commonly used instruments, the survey questionnaire and the interview (Holliday 2007). Generally speaking, the research method is qualitative, since it focuses mostly on theory and conceptual trends, rather than focusing more on numerical statistics and mathematical patterns (Laurel 2003). Individual samples were targeted for both instruments, using a combination of inclusion criteria and 'convenience sampling,' or simply working with the participants which were willing to participate in the study without incentive (Kothari 2008). Chapter 3 provides a detailed description of the research methodology used in this study.

Qualitative research theory and practices have been developed and elaborated on over time, and exploration of this theory serves to provide foundation for the work presented here. Flick (2009) provides some of the most informative and valuable theory to this more conceptual approach to research. According to the expert, "qualitative research is of specific relevance to the study of social relations, due to the fact of the pluralization of life worlds...This pluralization requires a new sensitivity to the empirical study of issues" (Flick 2009, p. 12). Additionally, the approach demands a consideration of the relevance or appropriate nature of concepts and theories involved, reflection of theory and how concepts or perspectives inter-relate, and analysis focused on broader understanding or recommendations regarding theories or concepts that may even be considered abstract, versus the emphasis on statistics and numerical values inherent in the quantitative approach. In this regard, Flick (2009, p. 21) wrote that "qualitative research is oriented towards analyzing concrete cases in their temporal and local particularity and starting from people's expressions and activities in their local contexts. Therefore, qualitative research is in a position to design ways for social sciences, psychology…to transform them into research programs, and to maintain the necessary flexibility towards their objects and tasks." Considering this, qualitative research is designed for building on theory, for a deeper understanding, so that practice might be better understood or improved. Sometimes, the potential for practice to be improved, or the identification of weaknesses, can be achieved through qualitative research. The humanities emphasis on the work here is best suited to this approach to data recording and assessment, as it is theories, concepts, impact in a theoretical sense, and the implications for theory and practice that are examined (rather than a strict emphasis on numerical trends and other related statistics over a specified time frame). The qualitative approach is thus asserted to be the most fundamental stepping stone for the work developed and presented here.
The significance of researching using the internet, as is done for the effort presented through a web application, should also be mentioned and briefly considered. The student used an online

web application to assess conference attendees regarding their experiences and perspectives, rather than using the more traditional instrumentation of written surveys and interviews. Jones (1999) wrote regarding the internet and its capacity to be used in field research to great detail, asserting that it is a sort of living tool which can be used for custom creation and distribution that can be ideal for the more conceptual or qualitative research and quantitative efforts alike. While using data tools to simply measure occurrences or other prevalence statistics is a simple feat for monitoring and recording software, custom surveys regarding concepts can be done efficiently and effectively, hence pursued by the researcher.

There is also noteworthy experience regarding the effort that can be mentioned in this brief overview of the methods employed for the work. During the student's time as a journalist, there was some experience gained in recruitment and job interviews, for potential editors of the publication. Unfortunately for this effort, the CVs received were mostly falsified or exaggerated, and the student was unable to check on this because there was no Linkedin or Facebook information. Thus, the student has some direct experience with one of the issues pursued with these research methods.

1.6 1.6 Overview of the Presentation

Following this introduction chapter, the following chapter provides a thorough review of literature, covering traditional and evolving recruitment methods with respect to the progress in social media technology that can be used for recruitment. Next, the third chapter provides a detailed description of the research methods developed and used for the study, followed by the presentation of results (and preliminary analysis) that is provided in Chapter 4. Lastly, the fifth chapter combines discussion and a relationship between the concepts in literature and the findings from the primary research, offers recommendations for ongoing practice and research, and provides a conclusion to the overall effort.

Chapter 2: Theoretical Background/Literature Review

1.7 2.1 Introduction

Social networking and online social media tools have become useful to people ranging from high school students using it for casual purposes to businesses using them to encourage inter-communication or seek other employees, while this has been analyzed in literature since the phenomenon has occurred. This review of literature covers the topic areas considered in the research questions, spanning three subsections addressing traditional recruitment strategies and changes from online technology, evolving recruitment capabilities and strategies, and examining changes through cases of implementation. It also examines new media theory while providing an analysis, going beyond the descriptive approach to a literature review. Literature published in 2007 and more recently is examined and assessed in depth, while new media theory and assessments published in the 21st century are examined and assessed alongside this. Through this the chapter provides a thorough review of the theoretical framework and empirical evidence, relation to new media, and implications for humanities and culture in general, setting a solid foundation for the humanities-based research.

1.8 2.2 Traditional Recruitment Strategies and Changes from Online Technology

Many analysts have considered how technology has changed recruiting strategies, and it is clear from this that culture has been greatly impacted. This has paralleled the development and assessment of new media theories, which have extended from old media theories. Presently, the old media is considered linear in terms of its relationships with professional and culture, while new media is considered more exponential than the old media (Cover 2004). Leader-Chivee and Cowan (2008) reported how social networks have increasingly been used as business tools in recruiting new employees for their companies, and this has changed the face of industry alongside the face of social networking in general. In the past it has been rare that social trends would influence industry, aside from marketing and some aspects of product development strategies; however, the creation of digital culture through new mediums coupled with the way it has affected employer to employee relationships has altered many aspects of both professional and personal culture. Moreover, there is even some clash here as etiquette for using these mediums have developed for professional and personal environments. Considering the incentives to use the new digital mediums and the incentives to industry or professional environments in general, there are many. Normally, the cost of recruiting employees through conventional methods is high, but social networking is more cost effective. Additionally, the traditional recruitment methods are known to have low success rates, while social networking methods have been found to be considerably more successful than these traditional methods. This has changed the nature of communications, and some aspects of professional culture as employers and employees become more experienced and comfortable with using the mediums. Considering that there are organizational benefits in addition to general convenience and lack of preparation needed for communications, change has been fast (though it is difficult to state whether the changes to professional culture or HR practices have been linear or exponential). Thus, in addition to the technology being at the fingertips of HR managers and recruiters, the technology has been pursued as a more cost effective and more successful way of recruiting employees.

There are still other benefits and changes that have occurred from the digital mediums that have affected professional culture. Social networks can also be used to better portray a company image with a greater reach across the network, since most social networks allow companies to create profiles and show pictures without paying for the additional web hosting and web development. This has been found to be more attractive to prospective buyers, especially younger ones (Leader-Chivee and Cowan 2008). Leader-Chivee and Cowan (2008) also stated "many company challenges, including bridging geographic and generational divides, increasing retention, improving process and workplace innovation, and building new businesses, can be enhanced through strategic online community initiatives" (40). Companies have been able to do this since there is little investment, and the results have led to more communication and a shift from traditional recruiting methods. Companies therefore considered innovation to be in terms of the effective uses of these tools more commonly, and this has been the focus of research and development in many companies while general recruiting methods have seen a much lesser emphasis. Meanwhile, culture has been changing between employers and employees, or the general operations within job markets, while professional cultures in general have been affected by these trends. These changes have led to companies experiencing unique results which have affirmed the strategic benefit of transitioning to the methods, while corporate social networking is commonly used to assist business managers in locating specific traits that can be easily browsed online through candidate profiles. New media theory considers the changes that have happened from this technology, while it is clear that many aspects of job seeking, hiring, professional culture, and mainstream culture have been changed alongside the adoption of these methods and trends.

Cover (2004) discussed the concepts of new media theory that are relevant to general and specific changes relevant to this work, so it is beneficial to consider his writing as well as the work of others in this analytical literature review. Cover (2004) stated that "new media forms open many possibilities not only for the development of 'new media theory,' but also for re-conceiving previous media relationships. Digital, non-linear and interactive media forms…allow increased possibilities for participation in the construction of narratives, although such media are also produced with various constraints" (173). Cover (2004) argued that emerging media theories can be understood in the context of the older theories despite the different variables, although they have generally developed in a new direction while considering their impacts and the resultant unique changes in organizations or culture. Meanwhile, organizations seeking to optimize their processes in terms of a theoretical framework can consider some of the same core technological and communication principles, but the dynamics changing from the potential benefits from technological changes may still require a restructuring of business processes or employee duties. Cover (2004) also stated that with the increase of social technology, new media theory has shown that the increase of interactivity that has resulted from this is considered a culturally based desire to take part in new developments and the new information sharing potential that is possible from the technologies. This is highly relevant to HR and recruitment practices as well as professional environments in general, while Cover (2004) concluded that the increased interactivity from increased social connectivity implies that the nature of cultural democracy is impacted.

Considering additional literature on the topic of evolving recruitment strategies, Doherty (2010) examined the rising use and popularity of social networking as a recruitment tool. Analyzing a company specializing in 'e-recruitment,' Jobpartners, the analyst found that in terms of social recruiting, the online approach led to more success and is thus recommended for recruiting companies in general HR managers or professionals. This is not to imply that the conventional methods and best practices should be replaced entirely, but it recommends an organizational restructuring and replacement of the emphasis placed on conventional methods. This has in turn led to a change in culture and increased consideration of new media theories in businesses. In other literature, Smith and Kidder (2010) pointed out that social networking websites, especially Facebook, have increased in popularity at an exponential level in many businesses, with newer sites geared more towards job networking (but with a similar format) also gaining substantial popularity more recently. Managers sometimes use Facebook to examine an employee's background and attempt to get a feel for their lifestyle, despite Facebook not being a job site. Smith and Kidder (2010) wrote "it is understandable that managers would like to know as much about a candidate as possible. Facebook pages can provide a wealth of information beyond, or even possibly contradicting, and applicant's submitted documents" (491). With this, however, they warned against excessive 'snooping' for both legal and ethical issues (including bias). However, even when a candidate does not connect with a business when attempting to gain a better feel for when viewing their profile on Facebook, there is still the option to gain an inside perspective into people's lives regardless. Here, employers may feel that they can get a glimpse into the personal lives of employees while trying to see if they would personally be a good fit for the job position or team of employees, and this can affect recruiting practices. New media theory does not really have developments for the cultural, ethical, and etiquette implications of this, but it is evident that all of these areas have been affected in workplaces adopting the technology.

Baehr and Schaller (2010) described how new media theory is evolving, still in 2010 despite the social media and technology affecting culture in question have been existing and influential for many years. Specifically, these analysts stated that "while new media theory is still being developed by scholars within the academic community, there are logical ties that can be made to previous mass communication theory. This is, of course, consistent with the logic of academia, which notes that almost all theory is built on, and an extension of previous or 'existing' theory" (15). This should be considered in all organizations affected by the changes from the new media, and especially those that have been adopting it. Meanwhile, prospective employees and other people communicating with organizations having implemented the new media should consider the nature of these changes and the nature of the implications as described by new media theorists. Baehr and Schaller (2010) stated that past mass media is still applicable today, but the variables of the audiences and media outlets have changed.

Other literature has provided still additional perspective of social media developments and impact, further explaining the changes from traditional media theory, impacts on culture, and the relevance of new media theory in business. Davison, Maraist, and Bing (2011) described more business tools beyond Facebook that are more job-oriented and have less ethical and legal implications involved in their use. These have naturally had more cultural impact and have evoked more changes in businesses or job seekers than the earlier and more general use applications Myspace and Facebook. With this, they reported that Twitter, Myspace, Facebook,

and LinkedIn are the most commonly used online recruitment tools. With this, the authors stated that HR practices have been changed, ranging from changes in recruiting to changes in online job postings and job testing processes. They also explained that the use of these websites is mostly a newer trend that has been experienced in businesses, while the tools are also used to hire and fire people in addition to the basic recruiting. This is partially why some of the evolving new media theory is still 'catching up' with these changes as explained above, considering that they have only recently been able to examine professional culture change on a large or mainstream scale. Davison, Mariaist, and Bing (2011) explained that there are many lingering questions that are recommended to be considered in both recruitment and relevant media literature, such as validity questions, the perception of job applicants with regards to the employers and their use of the business tools, legality issues when employers use sites like Facebook to examine a candidate or employee that has not formally connected with them through the site's mechanisms, and related legality issues. These also create some uncertainty in business practices, the establishment of organizational culture, and implications for general business cultures in response to the new media. These issues, especially in the absence of developed best practices, are ultimately up to the company in question, but analysts are recommended to also continue considering these types of issues. Segal (2012) examined employee and HR use of social media, pointing out that social media is no longer a new phenomenon by industry standards, but it rather considered a 'mainstream' occurrence in the present time. With this, organizations that are not using are considered 'behind the times' or in need of system, technology, or process updates to make the most use of cost effective and efficient tools. Here Segal (2012) related HR people avoiding social media to business executives avoiding e-mail use 15 years ago.

With the remaining uncertainties and cultural implications discussed, it is beneficial to consider specific sub-areas of new media theory in relationships to these contexts for the purposes of this work. Normative media theory is one of these areas, considering how media should function to attain social values, while the theory emphasizes situational aspects. The way that the media is ever changing and effects operational and organizational norms is something that is evolving because of this, and organizations might benefit from directly examining how their norms are or could be affected alongside use of the media and mediums. Baehr and Schaller (2010) further stated that "the gathering of media, and media theory, into new media is also shaped by convergence, so in a way, the new media theory would also be a theory of convergence. A convergence theory would be based around the idea that there are no longer distinctions, lines, or boundaries from one medium to another, or even among all media" (16). This is worthy of consideration in organizations or HR departments that have come to embrace all mediums, potentially treating them as new expansions of existing technology, comparable to the way they treated having multiple computer workstations, multiple websites, multiple phone lines, etc.

Describing aspects relevant to recruiting, Segal (2012) described the LinkedIn network, which is an improvement over the Facebook and Myspace networks in that it was created for job networking specifically. As mentioned, this more unique medium has had less of an impact on socialization in general (both from the time it was put online in comparison and because of its different reasons for use), but it has been comparable relevant to new media theories and recruitment because of its potential to have an even greater impact on professional organizations.

People fill out the profiles similar to filling out a resume or company profile, instead of the more personal descriptions used on the Myspace and Facebook social networking sites. People can connect with organizations in a manner which is more professional, and without concern that they are sharing personal information, while co-workers or people working in the same field can connect in the same way. Changes to company structures or other characteristics, hiring, changes to individual job skills, and other changes are monitored through the website with notifications sent to people. People can request that others become part of their network, and through this 'linking,' they can build their own professional network however they choose, based on their individual needs or professional goals. This has expanded beyond the influence of previous social media because of the job-oriented features, giving users more potential to network and effect organizational culture and market awareness in the meanwhile. Segal (2012) also stated that organizations "may want to supplement general postings with targeted recruiting in LinkedIn groups that are more likely to be populated by individuals who are underrepresented in the company. Such targeted postings should be made in addition to and at the same time as the general postings. Otherwise, the targeted postings may be portrayed as a means to fill a position with a member of a particular demographic group as opposed to a way to expand the diversity of the applicant pool" (Segal, 2012, 117).

Amid the different changes to culture and the greater impacts on specific areas of industry and professional environments is the relevance of another sub-area of new media theory, mass society theory. Although this theory has existed outside of media, having originated in the 19th century, it has come to have a negative perspective of media while acknowledging substantial influence on culture. The continuing trends and this perspective of new media will therefore lead to more development of the theory and consideration of it within HR and general management.

More recently, reporting on new media usage trends in recruiting, Silverstone (2013) reported on some trends which are of interest to HR managers and professionals attempting to integrate the modern tools into their recruiting or general HR practices. This analyst stated that the use of social networking in organizations creates an advantage for both employees and employees, while 95 percent of organizations which use social media for their recruiting practices use LinkedIn, 93 percent of marketers have picked up on social media network integration in their trends, and if Facebook and Facebook users were a sole country, that this population would be the third largest nation in the world. This author also explained that social media networking can be powerful tools for business because of the ratio of connection potential, which varies more than through traditional business practices; this is especially true for employment-oriented networks, such as LinkedIn, since it is common for hundreds of contacts to be networked with millions of working parties relevant to their field.

1.9 2.3 Cases of Implementation: Examining Change

Some analysts have reported on specific changes that have taken place in various organizations for the added benefits predicted through theoretical framework and implied through the basic statistics provided in the literature reviewed above. Green (2007), for example, considered the case of Serena Software, explaining that they take Facebook and Facebook

networking to a unique level of investment for anticipated outcome. The company invested $255 million in their creation of "Facebook Fridays," where the company encourages collaboration and networking. Specifically, as Green (2007) reported, the company also sets up "an employees-only group on Facebook as a kind of alternative corporate intranet," while this network is used "to exchange documents, update corporate information, and share marketing videos" (p. 24). In other literature, HR Magazine (2010) stated that social networking has become a standard, in agreement with the literature reviewed in the previous section, further reporting that 73% of HR professionals and recruiters had used the tools in 2010 (while an additional 9% had reported that they had plans to use the tools in the next year). Assessing 600 employees from the recruiting technology company Jobvite, the researchers found that 78% used LinkedIn channels, 55% used Facebook channels, and 45% used Twitter for their recruiting. Elmore (2009) also predicted that more recruiters would end up using such tools in the upcoming years, confirmed in more recent literature as written above.

Other considerations of implementation in literature have looked at improvement as a means of continuing progressive change in improvement. Zukis (2011) reported that companies that have implemented social networking tools in their recruiting or HR can further improve their success and capacities to reach their target objectives if they question how they can use social technology to build networks, how people have been implemented in their positions (and if this has been an improvement over the same applications from conventional methods), if their social strategy addresses ownership issues surrounding the intellectual property, and if their organization works across functions to address business goals in a way that is an improvement from the conventional HR or previous social networking processes. Zielinski (2012) considered the case of the United Parcel Service (UPS), also reporting considerable success but the conclusion that there is no single tool that should be considered a sole solution to recruitment objectives. This analyst stated that with the rise of social media there are more monitoring and assessment tools that can be used to examine activities and outcome, and these alone should be considered a benefit and motivation to implement the approach to recruiting to at least some extent. Meanwhile, making additional recommendations for recruitment, Zielinski (2012) stated that organizations aiming to link social media initiatives to corporate objectives should connect areas and processes that are inconsistent across organizational departments or business processes.

Examining a final example in this review, Kaplan (2012) explained the case of Salesforce.com and their implementation of social networking in hiring and recruitment. This analyst reported substantial success through the use of these tools, recommending the use of the networking application Chatter as a leading tool capable of achieving desired benefits. According to the author, "at Salesforce itself- where there are about 3,000 daily Chatter posts, and internal e-mails have decreased 30% since Chatter went live- there are groups designed to get employees across departments and rank talking to each other about work life" (Kaplan, 2012, 100).

1.10 2.5 Summary

Through this discussion and review it is evident that recruiters can use social networking websites as a way to more efficiently and effectively examine a wide range of people with a wide

range of skill sets. This is advantageous when employers desire to fill a position considering very specific skills or traits that may not be so easily discovered through basic job fairs or other conventional recruiting techniques. The benefits from implementing this technique have been clear, both from theoretical framework and considering empirical analyses of usage frequency and specific successes from specific organizations. With this, though, even with the greater benefits potentially possible through something more convenient, cost effective, and capable of browsing through such a range of skill sets for positions, analysts do not recommend that this replaces conventional techniques for recruitment or hiring practices. It appears that LinkedIn is the most commonly used site, because it has taken the social networking framework as a basic premise, and moved towards a more job oriented structure with related features instead. Facebook and Twitter are still commonly used by organizations, but less commonly for hiring or recruitment, at least aside from basic profile creation and connections (although these are not commonly major deciding factors). Analysts report increasing usage trends, and predicted further increases, while it should be expected that existing tools will evolve and that new tools with additional focus or more relevant features will come to light for the benefit of recruiters in the near future.

Chapter 3: Research Methods

1.11 3.1 Introduction

This chapter provides a detailed overview of the research methods developed and applied for this study, beginning with a more thorough description of the questions and objectives (including hypotheses), a review of the sampling methods used, a presentation of the instrumentation, a description of the data analysis, a statement of the limitations relevant to this study, and a review of the relevant ethical issues.

3.1.1 Research Design

At a fundamental level, the research that has been designed and implemented is qualitative in nature. In research theory and literature, this is the type of study describing a research effort which seeks to pursue the understanding of theory and concepts, examining underlying principles and the potential for interconnectivity rather than quantitative or less conceptual aspects of business trends or processes (Holliday 2007; Kothari 2008). Qualitative research was selected because the research targets conceptual trends and the theory behind aspects such as motivation, frequency of use, and outcomes; beyond this, theory and concepts are applied to strategy, and while there are some quantitative elements, it was deemed best to design and describe the research in terms of qualitative approaches and techniques. This qualitative approach is considered less direct and less building on existing research, while some argue that it deviates from the scientific method because of this (Holliday 2007). Moreover, qualitative research, because it is more conceptual and more abstract, is assumed to always run a greater risk of bias from respondents, as they can simply provide their opinions or information which is heavily influenced by their opinions when addressing the target concepts (see limitations section for additional details) (Kothari 2008). At any rate, the study focuses on interpretivism and objectivism as a means of assessing ongoing processes, the rationale, the effects, and the implications for the future. The following sections elaborate on the finer aspects of this general research structure while explaining the risks involved and strategies to overcome them.

1.12 3.2 Research Aims, Objectives, Questions, and Hypotheses

As stated, the general research aim that was developed for this study effectively serves as the foundation for the four research questions which were created as the basis of inquiry for this study. These research questions in turn serve as the foundation for the research objectives, and the research aim is commonly considered the central aspect and starting point of any formal research initiative (Kothari 2008; Laurel 2003). In addition to the general significance and rationale for the study described in the introduction chapter, the aim is justified considering all of the technology that has changed and the impact that this has had on various aspects of business, especially the human resources and recruiting practices. Changes in behavior and job communication techniques (including basic prospecting) have been noticed to change from students and prospective employees to hiring managers and entire companies; becoming an 'online entity' is still a relatively new phenomenon, and one that is worthy of research. This is especially true for a study examining specific trends in recruiting, and although this has already

been considered in several studies, there is still a demand for greater understanding and evolving trends as well as specific company preferences. Thus, this general research aim is considered in the strategic formulation of research questions and objectives

As mentioned, four research questions were developed for this study. While it is common for one research question to be used as the basis of research, with sub-research questions common but less common than the sole approach in most academic efforts; however, for this study, it was assumed that creating a research question for every area to be targeted in the study was a viable means of creating a full research effort that thoroughly examined every area of research (while this assumption is supported by qualitative research theory available in textbooks) (Holliday 2007; Kothari 2008; Laurel 2003). Additionally, it was assumed that this approach would allow for information to be more systematically assessed and presented for a greater overall value. These questions, as is common practice in both qualitative and quantitative research, are central to the development of instrumentation, analysis, and recommendations, while the ability to answer them is the hallmark of a successful study (see section on validity and reliability for additional information) (Kothari 2008).

The research questions are listed in order from the most significant having the most emphasis in the study to the least; these are referred to as the primary, secondary, tertiary, and supplemental questions, respectively. Specifically, the four research questions strategically developed, considering the existing literature and demand to assess ongoing trends, include:

Research question 1 (primary): "*What are the advantages and disadvantages of using social media in employee recruitment?*"
Research question 2 (secondary): "*Which social networking sites are used for recruitment and why?*"
Research question 3 (tertiary): "*How do employers and recruiters approach potential candidates using social media?*"
Research question 4 (supplemental): "*To what extent can social media help the effectiveness of recruitment processes?*"

Beyond this, the research questions have been used as the basis of hypothesis testing, and while it is the acquisition of information and added value to the existing knowledge base for the field that is the goal of the study, hypothesis testing is nonetheless considered a significant part of the work and relevant to the discussion and examination of the success of the study. As there are four questions, there are four main parts to the hypothesis. Addressing the first question, the hypothesis is that the main advantages of using the social networking software include an ability to reach a large number of people, cost effectiveness, and increased perspective of the types (and numbers) of applicants that are available with respect to any position; meanwhile, the disadvantages are hypothesized to be a more limited perspective of personality and character traits, and increased potential for slight deception or 'inflated' resumes and other exaggerations. Meanwhile, regarding the second question, it is hypothesized that with the rise of LinkedIn, that approximately half of employers and recruiters use this as their primary social networking medium, while Facebook is used approximately as often; with this, it is hypothesized that the Myspace site is all but obsolete, and is only rarely used professionally as a medium to reach

more employers or for other recruitment purposes. Next, regarding the third question, the researcher hypothesizes that there is no specific method used to reach employees through the mediums, other than sorting through interested parties that made first contact through the medium; it is hypothesized that some candidates are invited to communicate or interview through the mediums, but that this is more 'the exception than the rule.' Beyond this, it is hypothesized that the mediums are generally used for research and gaining perspective about the applicant pools and (from the prospective employees) nature of the company or industry. Lastly, regarding the fourth question, it is hypothesized that the extent that social media can be used to assist the effectiveness of the recruitment process virtually has no limit, considering that it is cost effective and a wide range of available applicants can be viewed, even if they are not actively applying. In the general case, though, it is hypothesized that this should only comprise roughly half of the communications and networking for recruiting, because of the disadvantages stated above, but overall the specific ratio and extent of effectiveness is dependent on variables such as location (because of access to technology, i.e. US citizens are mostly online while skilled workers in developing nations are less commonly) and the factors specific to the organization.

1.13 3.3 Sampling

Qualitative sampling generally involves the selection of people with appropriate perspective of the topics at hand, so that trends and perspectives can be gathered for the theoretical analysis (Kothari 2008). Here, the study has adopted a combination of inclusion criteria and 'convenience sampling' or the participation of the most willing and accessible people meeting this criteria. As described previously, this is a study which uses both the survey questionnaire and interview instrumentation, while the researcher targeted similar but different samples to participate in the data recording through this instrumentation. For the surveys, 100 people were targeted, because it was believed that this was a statistically significant sample that was still capable of access through the limitations of the study; the researcher targeted participants of the 2013 Social Media and Recruitment Conference. It was believed that these people were most fit for the purposes of this study, considering both their perspective and access to them.

Some of the inclusion criteria for the interviews (inclusion for the surveys simply included conference participation and willingness to take part in the study) included experience with international recruitment and management, experience with one of the largest social media recruitment efforts in the UK, and perspective of 'in house' approaches versus those of recruiting agencies (see chapter 4 for results regarding specific selections, positions, and even names as the interviewees were representatives and did not need to be contracted into an anonymity agreement).

1.14 3.4 Instrumentation

Instrumentation choice is another area of research which demands strategic decisions and appropriate applications; selecting and developing a research instrument is a critical part of any research effort (Holliday 2007; Kothari 2008). Here the researcher must consider the benefits and drawbacks of using the instrumentation, whether one or multiple types are used. The survey

questionnaire has the advantage of being distributed across a wide range of people for data acquisition that is less time consuming and potentially more far reaching, but it is more challenging to address any respondent confusion, while it is also less personal if the researcher has any other reason to communicate with the respondent or assist them in their providence of data (Laurel 2003). Meanwhile, interviews are more personal, and often times (with the exception of the structured interview) researchers can ask follow up questions as needed in addition to being able to explain when any confusing issues arise; however, these interviews are less easily distributed across the same wide range of people, and studies with interviews thus commonly require smaller sample quantities if the study is conducted in the same time frame (Holliday 2007; Kothari 2008). It was realized that the most value and data could be obtained through the use of both the survey questionnaire and interviews, considering the access to the conference sample and remaining time available to conduct interviews; here the benefits from both could be gained while the candidate pursued multiple sample types to more fully address the research questions and objectives.

Considering the qualitative nature of the research, the subject areas involved, and the lack of incentive to participate in the study (aside from the contribution), the researcher determined that it was best to create only 14 questions while making most of them short answer questions. Some of these questions are 'yes or no' questions, while the rest request a small amount of information regarding processes. The instrumentation was developed considering the number of full-time employees working in the organization, the number of employees recruited, the frequency of using social media mediums, how these mediums are used, how many employees are recruited through it, the importance of social media in the organization, features used, and related topics (see instrumentation questions at Appendix C).

Considering the interviews, these were developed with a loose semi-structured format, bordering nearly on unstructured, with all considering the same range of topics. The unstructured approach is known to have the most freedom, with the semi-structured interviews having more structure that can be modified according to the discretion of the researcher (versus the structured interviews having the advantage of consistency) (Kothari 2008; Holliday 2007). The interview questions were designed to be more open ended, gathering more data from the participants while asking them a range of questions relevant to their business and the relationship to the work; example questions asked through the interviews include background information about the companies, the number of people working there, and questions about the use of social media in recruiting that are more detailed (requesting more detailed information) than the questionnaires. The general strategy here was to collect more but less detailed information across a larger sample with the survey, and then more detailed information across a smaller sample with the interviews (using the advantages of each instrument strategically).

1.15 3.5 Data Recording and Analysis

The data recording and analysis processes are the central elements of an academic work such as this one. Selecting and making use of the research, conducting search strategies, finalizing the instrumentation, conducting the full scale distribution of the instrumentation,

compiling the data, analyzing the data, and presenting the data are all crucial efforts in work like this (Kothari 2008; Holliday 2007).

3.5.1 Resources

As mentioned, the main resources for the primary research are the conference participants and recruiting managers with direct perspective into the recruiting practices and use of social media in the organization. Additional resources critical are literature, where a combination of peer-reviewed journal articles and research methodology textbooks were used to build the literature review and this research methods chapter.

3.5.2 Search Strategies

The search strategy for the sample involved a strategic location of knowledgeable participants considering the limitations of the research. As mentioned, 100 people were targeted in the 2013 Social Media and Recruitment Conference, and the search strategy assumed best practices in qualitative research while considering the representativeness of the participants in relation to the topics in the research aim and objectives.

3.5.3 Pilot Study

The instrumentation was used in a small pilot study, just testing them on one respondent in each sample group per instrument

3.5.4 Distribution and Recording

Once the target samples were determined and the instrumentation was finalized, the researcher moved to distribute the instrumentation across the survey and instrumentation participants. Data was recorded electronically for the surveys, administered through a web application, while the interviews were conducted individually and personally. They were then transcribed for the purposes of this work. Following this, the survey results were compiled and the interview topics were considered in rela Evolving recruitment capabilities is Evolving recruitment capabilities is Evolving recruitment capabilities is tion to each other for the purposes of data analysis.

3.5.5 Data Analysis

Following the data compilation, the data was analyzed using a combination of basic averaging and comparative percentages alongside qualitative theory and concept links for the surveys. Conceptual links was the basis of analysis for the interviews, considering the nature of their structure and the varying questions. Following the presentation of results and preliminary analysis, the results were discussed in more depth and relation to the literature before concluding the study.

3.5.6 Data Presentation

Data is presented in terms of percentages and averages where applicable for the surveys (yes or no questions, percentage of selections for some of the short answers, etc.), with accompanying graphs where deemed a contribution to the research by the researcher. Aside from this, the qualitative relationships determined from the analysis are presented in descriptive and analytical formats, without these numerical descriptions applied to the smaller interview sample size and the more detailed questions.

1.16 3.6 Limitations

The limitations which apply to this study are typical of those commonly limiting academic efforts; the resources, time, and access to sample participants were limited within the confines of the project, the lack of funding, and the researcher's position outside of the targeted companies. This led to the sample size being selected as it was, the sampling techniques being selected, and the people targeted.

1.17 3.7 Ethical Issues

The main ethical issues that apply to the study are bias inherent in qualitative research and anonymity of participants or confidentiality of responses (Kothari 2008). These are addressed through caution and acknowledgement of potential bias as applicable to the questions, and an assurance of confidentiality between the researcher and the participants.

The work also abides by some ethical guidelines as recommended in other areas of literature and research theory, or namely, the recommendations of ethics experts Markham and Buchanan (2012). Markham and Buchanan (2012) discussed ethics in detail, focusing on internet research; as outlined in section 1.6 and in the previous sections, this approach to the quantitative work is relevant, with literature concerned with this aspect therefore most relevant. The experts wrote "the greater the vulnerability of the community/author/participant, the greater the obligation of the researcher to protect the community/author/participant. Because 'harm' is defined contextually, ethical principles are more likely to be understood inductively rather than applied universally" (p. 4). With this, they stated that ethics is better approached using intuitive and logic-based judgments and assertions instead of attempting to develop a universal and all-purpose or all-applicable theory. Meanwhile, in line with best practices for any type of research, the people participating in the study need be appropriate respected with their rights protected, but sometimes it is still important to acknowledge that protecting the rights of participants can outweigh research benefits (Markham and Buchanan, 2012). Additionally, the experts asserted that ethical issues can become evident at any stage of research, and researchers must be prepared for this. Because ethical decision making is regarded as a deliberative process, researchers are recommended to consider as many people and contexts as possible (considering limitations of the work) relevant to research.

Overall, the full range of ethical issues were considered in the work, with the most emphasis placed on the anonymity and confidentiality of information of participants and the information they were willing to share. Participants were assured of this prior to their participation, and no information revealing identity is presented in any area of this work.

Chapter 4: Results and Analysis

1.18 4.1 Introduction

Following best practices in dissertation writing and presentation, this chapter presents the results of the surveys and interviews, offering original analysis without considering a direct relation to literary expert opinions (see Chapter 5 for the relation to literature and detailed discussion). The sections are divided to separate the interview and survey results, and the following section gives an overview of the pilot study results and the specific people selected to complete the interviews.

1.19 4.2 Pilot Study Results and Sample Selection

The results of the pilot study showed that each instrument and approach to data recording was sufficient for assessment. The instrument was thus kept intact following the survey, and the information was kept for data compilation and the analysis; meanwhile, the interviewing approach was considered sufficient, maintained for the remaining two participants, and with the information stored for the compilation and analysis here.

Meanwhile, considering how the interview respondents were selected (and who specifically was selected), the candidate attempted to interview five people with the appropriate knowledge of the subject for a valuable contribution to the study, but was only able to interview three of these types of people within the limitations of the research. One respondent chosen was Malcolm Thomas, the human resources manager for Serco; he was selected because of his position within a large international recruitment company for a wide range of services, and because he is aware of the recruitments processes that existed before the rise of the internet and social media as well (thus knowing the contrast and advantages or disadvantages). Another respondent chosen was Peter Roels, a human resources manager for Verhaert; this person was selected because of their position in a company with emphasis on innovation, while he is aware of the varying approaches of internal recruiting versus recruiting through outside agencies. Lastly, Mike Taylor was selected because he is a founder of social media in recruitment, known to be a 'guru' and in charge of one of the planet's largest social media recruitment conferences.

1.20 4.3 Survey Results and Preliminary Analysis

The target sample size was exceeded by two respondents, for a total of 102 people. As mentioned in the third chapter, the survey respondents participated in the conference outlined, but were otherwise anonymous.

The first question asked "how many full-time employees currently work for your organization?" Here, 8.82% stated 1-10 employees work in the organization, 25.49% stated 10-50, 23.53% stated 50-100, 26.47% stated 100-200, and 5.88% stated 1000 or more (see figure 4.1 below). This shows that "large" organizations, defined by 250 or more employees, were the minority in this case, while medium sized businesses were in the majority alongside a substantial amount of small businesses.

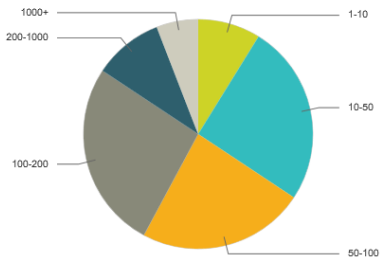

Figure 4.1: Number of employees within the respondents' organizations

The second question then asked how many employees are recruited into the organization each year. All respondents stated that at least some employees are recruited in on an annual basis, despite the nature of the business or business size, with 29.41% stating that 1-5 are recruited each year, 37.25% stating that 5-10 are recruited in each year, 27.45% stating that 10-50 are recruited in each year, and 5.88% reporting that 100 or more are recruited in on an annual basis. Figure 4.2 shows the proportions of these responses in graphical form. Meanwhile, it is evident that the average is within the 5-10 range, with most of the companies only recruiting less than 10 employees per year; considering this, it is evident that the organizations have more time in between hiring employees, implying that the sample responding for this study would want to use its existing resources carefully in recruiting this smaller number of employees. Nothing specific can be assumed, but this suggests that the availability of social media and all tools would be used to carefully assess demands for employees while 'weeding out' other applicants in this amount of hiring.

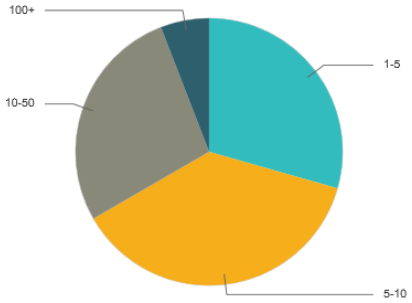

Figure 4.2: Amounts of employees hired annually

The third question then asked respondents how often they use social media for recruitment; here the study was allowed some more insight into the actual practices for the types of organizations and hiring rates deduced, building from that framework towards a foundation suitable for analysis relevant to the content. Here the respondents showed that social media was used either "often" or "always" in the vast majority of cases, showing that the following

questions would be answered by people who used the software (and frequently). Only 3.92% selected the "rarely" option, with 15.69% selecting the "sometimes" option, 52.94% selecting "often," and 27.45% selecting "always." As show graphically in Figure 4.3, clearly, the respondents use social media frequently enough to achieve its benefits, and the sample as a whole has the necessary perspective of usage trends and outcomes to make the informative contribution to this study sought.

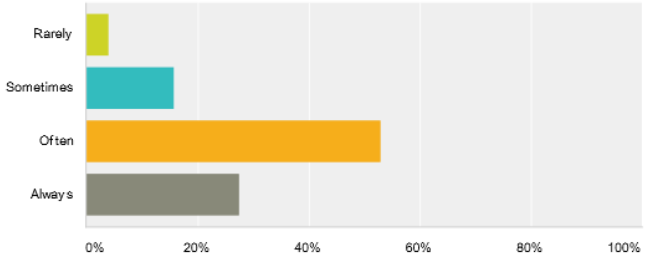

Figure 4.3: Frequency of social media use

The fourth question asked the respondents who they recruit using social media. Here multiple responses were allowed. Non-management, salaried, employees were selected by almost all of the respondents, with 98.04% reporting that social media was used in their organization to select these kinds of employees. Beyond this, 13.73% stated that the media was used to hire hourly (non-management) employees, 34.31% stated it was used to select director or manager level employees, and 5.88% reported that it has been used to hire executive or upper management level employees. This reveals an interesting trend in the samples, since there is a decreasing tendency to use social media up to the higher level positions, implying a more rigorous and personal hiring process following a review of candidates through other sources; however, despite the trend in using social media to hire salaried non-management employees, the use of it to hire hourly employees seems to more closely resemble the trend for higher level employees. This implies that both very low and very high level employees are not desired to be recruited through social media, but different methods are likely used for these two (i.e. applicant pools and interviews with a faster hiring process for the lower level employees versus the described suggestion for the higher level). Figure 4.4 displays the feedback for this question.

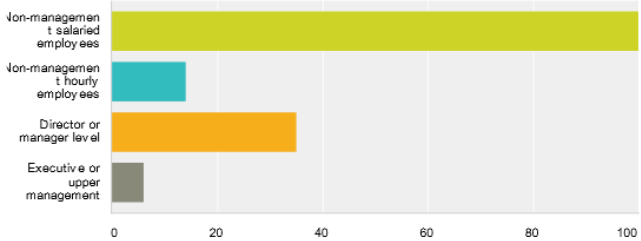

Figure 4.4: Types of employees hired with social media

Next, the fifth question asked the respondents what social media sites they use for recruitment. Multiple answers could be selected for this question as well. Almost all of the respondents used LinkedIn, or 98.04% of the sample. Surprisingly, despite the features available on the sites and the nature of site use, Twitter was exceedingly more popular than Myspace or even Facebook; only 30.39% of respondents reported using Facebook, with 1.96% reporting they used Myspace. It can be presumed that the especially low Myspace rating is due to the site being

older and more out of trend in spite of the continuously updated features (as is common knowledge), but the reason for the Twitter versus Facebook trends are due to randomness, the recruiters feeling it has a more professional nature, other personal preferences, or some other reason. Figure 4.5 displays the results to this question.

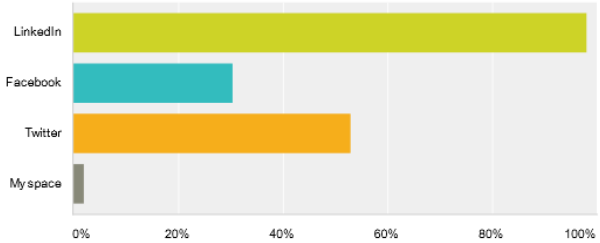

Figure 4.5: Sites used for recruitment across the sample

The sixth question asked the respondents to state the reason that they use social media for recruitment. Four possible answers were provided, although the selection of multiple answers was possible here as well. Most respondents stated that their reason for use was to recruit passive job applicants who might not otherwise apply; this answer was selected by 84.31% of the sample. Besides this, in decreasing order of selection, 78.43% of the sample selected 'ability to target job candidates with specific skill sets', 39.22% selected 'increasing employer branding and recognition', and 7.84% selected 'to recruit competition's employees.' This shows that most recruiters attempt to find people they feel are skilled enough to successfully work the position in a way that fully meets the demands of the company, assuming that such people may have other opportunities and may not be eager to apply with their company. A small amount of recruiters revealed a strategic attempt to acquire the talent seeming to go to (or is already in) other companies as a means of competitiveness, but aside from seeking ideal candidates, the next most common reason was an attempt to improve employer branding and recognition through general awareness efforts. As visibility potential online is great, it is not surprising that nearly half of the sample stated using the tools for this purpose alone, it is actually surprising that a higher percentage of the sample did not select this response. Attempting to persuade competition may be both challenging and more resource-intensive than traditional methods, and it may also be unnecessary in the existing job markets considering the commonly known economic and employment issues, so it is less surprising that this answer was selected by such a small percentage of the population. The results to this question are shown below in Figure 4.6.

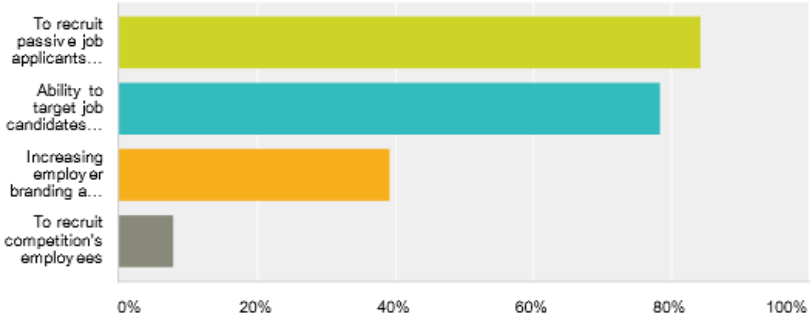

Figure 4.6: Reason for using social media

The seventh question, "when do you use social media on your recruitment processes?" showed a substantial amount of use to examine an employee after the application process, but less than the majority, and approximately one fifth in total. More specifically, 4.9% stated that they use it after a candidate applies, 13.73% stated that they use it before and after, and 81.37% stated they only use it before a candidate applies. This shows a clear tendency to use the social media to encourage people to apply to positions that need to be filled, rather than using it to examine employees after they applied. This could be examined further to consider when recruiters or anyone in the company uses the media to examine employees after the hiring process, but this would only be partially relevant to the study; from this question, however, it is implied that this may be in the minority. Figure 4.7 displays the proportions.

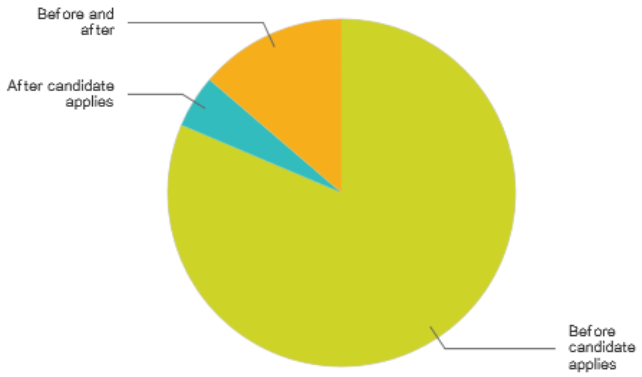

Figure 4.8: Use of social media before and after application processes

The eighth question then tested the prevalence of asking for social media information in job interviews. This question simply showed that most, 90.2%, did not request this information. However, the 9.8% or approximately 1 out of 10 that did request this information is considerably high, as it seems that many people would not expect that even one out of 10 interviews would result in this kind of request for personal information; LinkedIn sites would be sensible whereas Facebook information may feel like a violation of privacy, but the question did not ask which specific social media information was requested. The ninth question then asked the respondents if they have a policy for using social media as a screening process. Here too, the overwhelming majority was negative, with only 8.82% stating that they have a policy for this. While this may appear to be a matter of preference, it does imply a demand for greater organization and attention to the matter for authorities with the power to develop policy, considering the frequency of use and potential to gather specific information using the mediums.

When asked, "about what percentage of your employees were recruited over social media?" the overwhelming majority reported recruiting between 10% and 50% of their employees through it. Approximately half reported using it for less than 20% of their employees, and approximately half for between 20% and 50%; considering more specific denominations, 2.94% reported using it for less than 10% of their employees, 47.06% reported using it for between 10% and 20%, 46.08% stated between 20% and 50%, .98% between 50% and 80%, and 2.94% over 80%. This shows despite the trends shown above, only a small percentage of the employee body across the company sizes were hired through social media, substantially effected

by the combination of the newness of the trend and the amount of time that employees have stayed with the organization. Figure 4.9 shows the proportions of the responses.

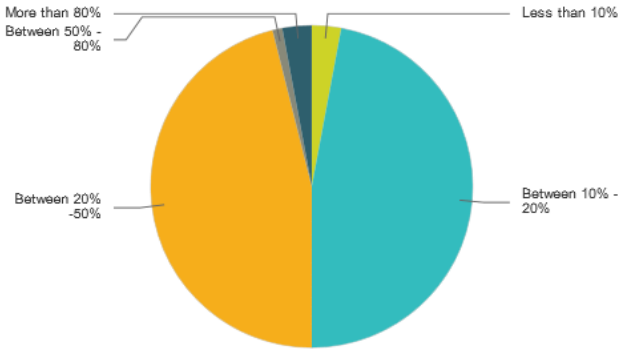

Figure 4.9: Percentage of employees hired through social media

The eleventh question was only answered by 101 of the respondents, as one skipped the question for some reason, so there is a slight difference in the comparative percentages. The question asked the significance of social media recruitment, with the possible answers "not important," "somewhat important," "important," and "very important." Here most of the respondents, 64.36%, selected "important", with "very important" being the next most selected answer at 25.74%, followed by the rarely selected "somewhat important" (7.92%) and "not important" (1.98%). This clearly shows that most of the respondents felt that social media is significant in their organizations, regardless of the usage patterns and other opinions shown above; combining the "important" and "very important" ratings, they account for over 90% of the 101 people that responded. Figure 4.10 shows the responses.

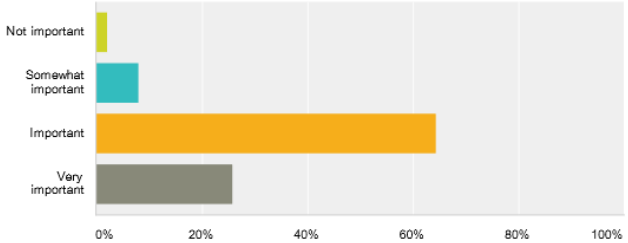

Figure 4.10: Rated importance of social media use

Next, respondents provided feedback to the twelfth question inquiring with regards to the use of any special software for social media recruiting. It is clear that most do not, as 78.43% stated that they do not use supplemental software, and while 8.82% stated that they do use supplemental software, 12.75% stated that they are planning to use some type of additional programs to assist them in their recruiting efforts. This shows considerable but minimal knowledge of the potential and demand to make use of such resources, although if these companies experience success, it will be only natural for additional literature to report on the effectiveness of such software while more recruiters will use such programs to take advantage while being competitive.

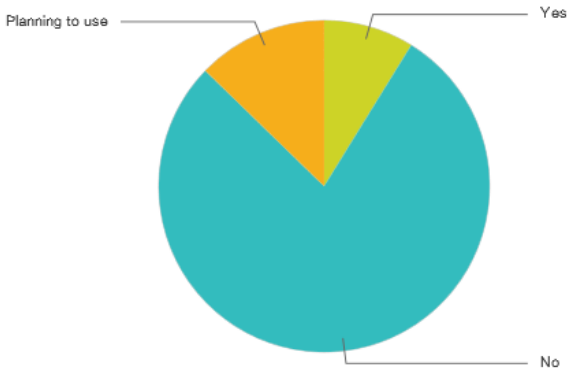

Figure 4.11: Use of special software alongside social media recruiting

Respondents were asked what they do not like about social media recruitment in the thirteenth question, given seven possible reasons and the option to select "none" to indicate complete satisfaction. The possible reasons included too many applications, irrelevant applications, advertising costs, general limitations of social media, publicly posting job offers, the time consumption involved, and the lack of personal communications. Respondents were allowed to choose all reasons that applied to them. Surprisingly, the most common reason selected was the amount of applications, selected almost twice as often as the next most commonly selected response of irrelevant applications, or 88.24% versus 48.04% respectively. Besides this, the next most frequently selected reasons include lacking personal communications (24.51%), the limitations of the sites (16.67%), time consumption (15.69%), and advertising costs and publicly posting job offers (both at 11.67%). Only a minimal amount, 1.96%, of the sample was totally satisfied with the features of social networking sites. Considering the responses, it is evident that most of the respondents had problems with the applications, which implies that they are not 'up to par' with media and new media theory (see Chapter 5 for more relation of all responses to new media theory literature). While not all features are relevant for Facebook, some of them can be made to be more useful, and the applications in LinkedIn were all developed specifically to assist business and business connections. In spite of this, a high number of respondents selected either lacking communications or limitations of the site, suggesting that the companies developing the sites could potentially be more profitable from examining the demands and usage trends from recruiters. Figure 4.12 shows the breakdown of responses.

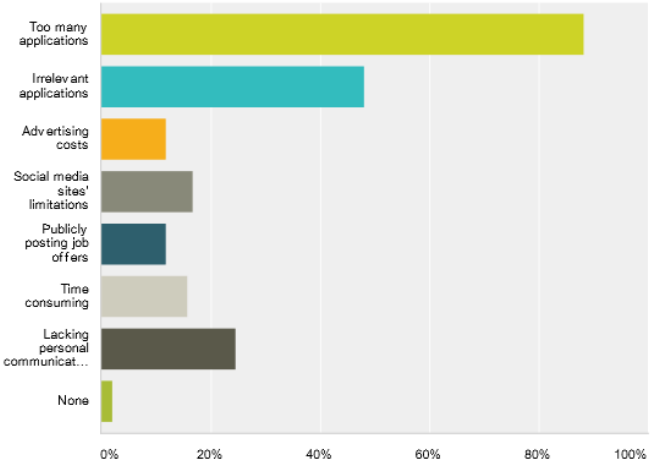

Figure 4.12: What respondents don't like about social media

The final question asked the respondents to state whether the quality of their applicants improved since they started using social media. Supporting the use of social media and adding to new media theory, the clear and overwhelming majority of the sample stated that it did improve applicant quality in their organizations; only 13.73% of respondents claimed that it did not. This is clear evidence and support of the potential (and demand) for new media theory and recruitment practices to 'evolve' making the most of the features social media has to offer across recruitment processes.

1.21 4.4 Interview Results and Preliminary Analysis

Malcolm Thomas, a manager at Serco, had considerable insight to offer from working with the international worldwide service company. He explained that the company is mostly related to space while they maintain call centers and a lot of IT; the company supports government and international companies. There are approximately 170,000 people working with the company worldwide, and approximately 130 in Holland, according to Thomas. Thomas revealed the company recruits between 15 and 20 people per year, using approaches and tools for recruiting including advertising client requests and posting on various websites; Thomas stated that the company began to stop using traditional media 12 or 13 years ago as a means of recruitment, giving evidence of the impact of new media in his organization. He could not even remember the last time a newspaper or magazine was used for anything for their company. Commenting on the effectiveness of these mediums, Thomas stated "it's probably two-folds for everyone. It's more effective to do it electronically. There's more people in the world using electronics, Internet things than picking up magazines and reading them today. Plus, it's quicker to get the sponsors and it's easier for both parties" (see Appendices for interview transcriptions).

Commenting on responses gained for each position advertised, he stated he had 50 responses to a position over a four day period as if it were a typical occurrence. When asked about social media sites used, he stated he has his own LinkedIn account and Serco has around ten accounts on the website. The company does not actively recruit through the website features, and instead uses it to post recruiting related information from their website. They also use

LinkedIn groups for recruiting purposes. They contact potential candidates directly, occasionally with LinkedIn (when they have already identified the candidate), but not with Facebook and Twitter. Thomas stated that he felt that such sites are too general, and LinkedIn is appropriately selective for their business. When asked to speak on the advantages and disadvantage of LinkedIn and social media, Thomas stated "LinkedIn particularly allows people to connect directly to your profile within, and also because we have some groupings called the Serco Europe and other things in Serco that is able to track our jobs in a much easier way. And then, they can either respond back directly or they can respond through the websites, preferably the website because it means less work load to me." Sometimes LinkedIn is used to assess competition, but mostly in terms of what their jobs are advertising. Thomas stated that that does not affect anything, while only 20 of approximately 3,000 applicants were recruited in the past year. Thomas was not able to estimate how many of the applicants came from LinkedIn. Thomas admitted that the online CVs built on LinkedIn were generally examined when there was some interest in the applicant, regardless of their method of applying.

Thomas agreed that new media theory was relevant as internet technology is expected to continue to shape and be the basis of recruiting. However, he was unsure of how much of a role social media would play in the process. Speaking on the relevance of new media theory in relation to social media and recruiting agencies, and as the last significant area of the interview, Considering Thomas' results as a whole, it seems that he feels that social media is important, but not critical in recruitment. While the relevance to new media theory is the same, this case seemed to be simply a matter of having enough emphasis and money to seek candidates using the best online approach custom designed for the company, using common free sites such as LinkedIn as a basic supplement to their recruiting practices.

Mike Taylor has an extensive background in HR and recruitment, and he was advised by his boss to take time to learn and apply social media for recruiting purposes. Taylor reported that he will be hosting a third event; this was stated to be his fifth event, and is naturally evidence of applying new media theory and experiencing the changes that are effecting the organization due to social media technologiesIn house and agency recruiters attend as well as people that provide recruitment software, with some people that create job boards and people that create websites for recruiting. Taylor stated that he only uses social media when recruiting people. Taylor stated "I think there are two sides to social media from a recruitment point of view. There's a side where you use it for recruitment branding and you have a Facebook page or you have your Twitter profile and LinkedIn where you're actually there prompting the company and vacancies by pushing out a lot of valuable content that people can be interested in." Beyond this, he stated that the downside to dealing with such people is the fact that it is commonly seen as just 'pushing' jobs over time.

Taylor also provided interesting information regarding the advantage of social media versus traditional recruitment, from his perspective. Taylor stated "compare it to ten years ago, if you wanted to recruit someone for an IT position, you would either put an ad on a newspaper, you might use job boards because they were fairly new about that time, or you would use a recruitment agency. Now, a recruitment agency has a distinct advantage in that they have a database of candidates that you didn't know about." Taylor stated that modern databases are no

longer very private, because most of the people can be learned about through the media. He reported that in house recruiters save a lot of money through social media connections and conversations, comparing this to recruitment agencies that generally involve large fees even for these simple communications. Taylor agreed that the most cost effective way to recruit is through the use of advertising with social media, because advertisements only appear against specific company names or people in specific groups. He stated that LinkedIn is the most popular medium, but also stated that companies he is aware of are increasingly using Facebook.

Commenting on disadvantages, Taylor stated that people can get lazy from using social media, which tends to lead to a stray from the relationship building that was common 10 years ago and still seems (in his opinion) to be critical in the recruitment process. Most companies he was aware of are only using Twitter to post ads. Recommending recruiting trends, he stated "I would say the 80/20 rule, put 80 percent of good decent content in your blog post or your Twitter feed or your LinkedIn updates and every now and again mention the job because at the end of the day, yes, you are trying to hire people and it will be silly of you not to mention it at all." Unfortunately, as far as competition and percentage of employees hired through social media, Taylor admitted he was uncertain and only provided looser guesses of what he imagined to be true.

Overall, Taylor had considerable perspective but was reluctant to speak with certainty on more specific issues; however, he confirmed the prevalence of new media theory, and generally asserted that 'honesty is the best policy' all-around in most of his recommendations for communications (see transcriptions in Appendices for details).

Peter Roels was able to provide some additional details and unique perspective confirming the relevance of new media theory and social networking trends in major organizations. When asked what kinds of instruments used to recruit, Roels stated "for recruitment we don't use external agencies. I've been working for an agency for nine years myself that specifically recruits engineers. From that point of view, there hasn't been a need so far to use external companies." Beyond this, he stated that he uses LinkedIn 'intensively,' and has been using job sites for the past three years. The company buys job postings, and Roels uses his own profile, as well as LinkedIn groups. Roels stated that the company has a Facebook group, with a minimal amount of followers (only '40 something'), and feels that Facebook is too personal for recruiting (and is best for fun and followers in a less professional manner). Roels stated he only started using Twitter a couple of weeks prior to the interview, and the media does not have a big presence in the company; currently, he simply 'tweets' what has been posted on LinkedIn. Some of the best insight from the interview came from the following question, asking Roels to company the social media recruitment with job sites and traditional recruitment practices (i.e. job boards); here he said "the fact is that job sites, even though they can give you a template which looks like your own company, it's still a job site and then you post it and you can't hardly influence it when you use your own network. For instance, LinkedIn, you mail whenever you want, you refresh it whenever you want. At the job sites, you have to do it, each time you refresh it, you have to pay. I think that job sites won't last or won't survive the next decade, I mean, the next five, six years."

Commenting on the disadvantages of using LinkedIn, Roels stated that the disadvantage is that some people may feel 'stalked' and drop out of the program. Roels stated that his company does not recruit from competition, and did not use special software for recruiting at the time of the interview, but the company had plans to within a couple of weeks after the interview. Overall, this interview showed some unique developments from the influences of technology in recruiting, but did not show anything besides the international recruiting perspective that was entirely unique from the other two interviews.

1.22 4.5 Summary

Overall, these interviews showed that social media is considered at least a desirable supplement to online recruiting, while offline recruiting is agreed to be becoming obsolete by the experts. With the report that even job sites are expected to diminish in the next decade, it seems that the future of recruiting is online, through a combination of special software and social media. This is an informative example of evolution of recruiting practices through new media theory. The following chapter relates the results to literature in further analysis, prior to making recommendations for recruitment practices and future research.

Chapter 5: New Recruitment Practices Bringing New Challenges

New recruitment practices bring new challenges. These involve changes in corporate culture, because using different online software to recruit people involves cultural and sociological transitions. For example, in-person recruiting campaigns are less commonly pursued. Business processes in the company can be changed too. The results of the study conducted show this. There is less in-person communications with more use of software, and this can affect relationships between employees, between employees and management, and within management. This can be negative when miscommunications, missing emails, or misunderstandings result, and there is potential for the social media networks to not be reliable tools for the intended business uses. Those in charge of organizational culture should thus be mindful of these concepts. Moreover, social media and similar networks (such as oDesk and Elance, for example) can be used to hire people, potentially detracting from local economies and networks, affecting cultures in this way. Lastly, another important concept to consider is the potential for the convenient hiring processes to lessen the capacity for incompatibilities that would be recognized in person to go undetected; there is some potential for turnover rates to increase because of this, so recruiters should be mindful of this when they do their job.

1.23 5.1 Transparent Society and End of the Privacy

The concept of a transparent society is relevant to the work in social media for recruitment, as social media in general helps society to be more transparent, providing windows directly into people's professional and personal lives. Castells (2002) asserted that the internet has not only affected corporate and general social culture, but it has created its own culture. Combined with the transparency into what people can make public and accessible at any time,

there is new etiquette for instant messaging use, emails, and social media (Castells, 2002). For example, while certain formalities may be expected in letters and emails, the same formalities are not expected in instant messaging and some aspects of Web 2.0 or social media use (capital letters in sentences, for example) (Castells, 2002). With this, posting comments or sending messages has its own sort of culture, and people can build online networks with those that they choose, merging their own sub-culture with the culture created through Facebook, Myspace, LinkedIn, etc. Each of these sites has the potential to create its own culture through its structure, design, themes, feature, etc. which in turn spread through the networks and guide the types of communications exchanged between the people. These sites are all unique, and thus it can be argued that they do in fact do this to some extent. As mentioned in section 1.1.1, Castells (2011) stated that networks can be used a form of power as well, and each site and company manager has the power to control aspects of subculture in how the sites are designed and used.

Other analysts have discussed the privacy aspects of transparency, and their implications. Employers and employees alike can be held liable for accusations of invasions of privacy, so they must be careful about how this is integrated into organizational culture. Walker (2010) stated "employers must utilize information that is available to the public when they decide to look for social networking information to examine the applicants…social networking information in the recruitment process must be done internally to avoid claims" (p. 6). In other literature, Deschenaux (2013) reported on some US states that recently passed laws barring employers from asking for or demanding social media account information, while other areas are expected to follow in this trend, ideally minimizing transparency in society so great that it becomes inconvenient.

Elaborating on this further, and relating to the concepts of surveillance society for the purposes of the work, it is evident that the concept of a 'transparent society' is considered significant and meaningful to experts and analysts in related fields. One of the most relevant issues is in regards to the privacy elements discussed regarding social media. Fortunately, most technologically savvy people are aware of privacy options and the potential to only share posted information with people associated with them on the site, but people that leave posts public or willingly associate themselves with people known through work make themselves vulnerable from information they post to the services. With this, they may say something that is perceived offensive or politically incorrect by others capable of viewing the material, or they may post information regarding their sexual choices that is in turn witnesses on the website. This can potentially create undesirably, tense, and destructive situations for employees and employers alike, as employees may ultimately pursue legal recourse that could threaten a punishing employer (or their entire company). Some of these affected people may even feel that their freedom of leisure time is no longer a freedom, because of these social connections with people they work with, and the information that they feel was once easier to share. A few noteworthy analysts have discussed the concept in detail or commented on important aspects of it, with the 'surveillance society' potential and implications of what they perceive as a transparent society being the most common themes (Brin 1999; Lyon 2008; Vattimo 1992).

Brin (1999) discussed the rise of CCTV and camera use in society, discussing potential for negativity and outcomes from a world that is constantly under surveillance. The expert

discussed a possible situation where everything is always observable, stating that the first generation of people would likely feel more nervous about it than their next generation, while the exceptionally paranoid would perceive something more experimental and potentially evil regarding the surrounding circumstances. Relating this to the concept of transparency considered before the rise of advanced information communications technology (i.e. Vattimo (1992)), Brin (1999, p. 299) wrote "elsewhere we have envisioned transparency being all about accountability and freedom, while preserving a curtilage of decent reserve and genuine privacy for individuals and families to retreat within, whenever they choose. In fact, I see transparency as a principal tool for preserving some privacy." Beyond this, he discussed another potential from transparency, referring to it as 'data smog,' asserting that there may be so much information that there is 'information pollution' that has a detrimental impact on standard operations. Lyon (2008) discussed the topic more recently, stating, "the arrival of the 'surveillance society' is no longer in the future tense. In all the rich countries of the world everyday life is suffused with surveillance encounters, not merely from dawn to dusk but 24/7" (p. 1). Lyons (2008) stated that this is not inherent wrong, but has a high potential to be, and recommended that people are both careful and vigilant in pursuing any corrective actions which may be needed. Vattimo (1992) had considered the potential for wrongness and demand for corrective actions in a transparent society before the technology was even commonplace, and some aspects of his theory are equally relevant, warning the people need to take care in developing and experiencing the postmodern world alongside efforts to be human.

1.24 5.2 Positions in the Workplace Reshaped by Social Revolution

The position of the worker has also been changing in recent years due to changes in recruitment and social media use. In addition to the privacy issues mentioned in the previous section, the worker position is affected by alterations in organizational culture. Woolsey (2013) is one expert who commented on this, stating that while 90% of companies use the technology to promote some aspect of their company, most of these have altered various aspects of corporate activities, knowledge management procedures, knowledge sharing processes, and other areas critical to or significant in organizational culture. Meanwhile, Laick and Dean (2011, p. 197) stated that "the social revolution, that is taking place due to the influence of the Internet, is creating new opportunities for personnel marketing managers to explore new avenues to engages with their audience." In addition to engaging audience members through the profiles and job communication features described, there have been changes to corporate and organizational culture involving new integrations of the media, such as 'Facebook Fridays' (requiring or promoting collaboration through the site as opposed to other mediums) and similar efforts. On the other hand, the availability of the network may require new rules and monitoring, putting workers in a new position of scrutiny as employers take action to ensure that their employees are not wasting time. As Green (2007) reported, some companies may create "an employees-only group on Facebook as a kind of alternative corporate intranet," with the network used "to exchange documents, update corporate information, and share marketing videos" (p. 24). Similarly, Zukis' (2011) report that companies that have implemented social networking tools have improved their success and capacities to reach their target objectives, and this has changed the role of workers. Similarly, Zielinski (2012) had stated that with the rise of social media there

are more monitoring and assessment tools that can be used for examination purposes, and some companies use the media to connect areas and processes that are inconsistent across organizational departments or business processes. Overall, considering the combination of privacy, productivity, recruitment, and business process issues, it is fair to state that social media has influenced multiple aspects of workplace culture and the roles of workers.

1.25 5.3 Effects of Social Media Recruitment on Power Structures

Social media recruitment also affects some aspects of organizational and managerial structures. In addition to the power network topics examined in earlier sections, there have been impacts on management and leadership (Billington and Billington, 2012). According to Deiser and Newton (2013), there are implications regarding the leader as a producer, distributor, recipient, adviser and orchestrator, and architect. There are also implications for the leader as an analyst. Commenting on the leader as a producer, the analysts wrote "creating compelling content with video cameras achieving near ubiquity and film clips uploading in the blink of an eye to YouTube or other platforms, the tools for producing and sharing rich media are in everyone's hands. GE's Video Central now houses thousands of videos, many created by top leaders. More than a few executives have started to incorporate video streams into their blogs" (p. 44). The analysts predicted with the increasing use of technology, due to competitiveness, as well as with the increasing amounts of technology, managers will be required to make more use. Here they may even be required to be more creative. Similarly, the analyst predicted that, in order to better engage with other managers or employees, increased mastery and applications of social media will be pursued both within and outside of the managerial structure and workplace. The abilities for managers to manage communications overflow with social media is another example, and this has the potential to affect management processes and some aspects of structure (Deiser and Newton, 2013). Leaders as advisers and orchestrators are among the most important roles as far as these aspects, as Deiser and Newton (2013) stated "to harvest the potential of social media, leaders must play a proactive role in raising the media literacy of their immediate reports and stakeholders. Within this 360-degree span, executives should become trusted advisers, enabling and supporting their environment in the use of social tools, while ensure that a culture of learning and reflection takes hold" (p. 66).

1.26 5.4 LinkedIn Style Sites: New Middle Men

Sites such as LinkedIn can make the work of some recruiters easier in many cases, assuming the cultural and sociological implications of the transition are welcome, and in some cases it can even make jobs or processes obsolete. The speed and convenience takes a large amount of the demand away from traditional recruiting processes, and LinkedIn effectively serves as a 'middle man' in recruiting. This middle man is a key factor in the development of recruiting culture, which has been proven to be clearly evolving through a combination of literature and results. Dekay (2009) explained that most people that use LinkedIn are concerned with finding potential to improve their professional potential or progress on their career paths, and they use the site as a middle man as opposed to using people within the company or outside agencies. Thus, the use of the site as an intermediary can impact business operations within

companies recruiting as well as outside agencies. Grensing-Pophal (2012) agreed that LinkedIn and similar networks are effective recruiting tools and 'middle men', but stated that they should not be considered complete replacements for conventional methods and traditional recruiter tasks. Here there is a recommendation to preserve some aspects of organizational culture. The 'middle men' should only be used when it is deemed the most strategic option. The results presented confirm this. Regarding strategy, Herboud and Douma (2012) wrote that general searching through the networks as middle men should be used as a supplement to conventional recruiting methods, likely to optimize the recruiting and hiring outcomes.

Using a site such as LinkedIn in lieu of traditional recruiting efforts, even if it replaces a recruiting position or demands for recruiters, can be undoubtedly beneficial to a company. However, the common costs and disadvantages associated with middle men should still be considered, and there are times when a company may find that its best option is to 'cut out' or remove the middle man, as is commonly recommended in other areas of strategy. Generally, a company should weight the advantages and disadvantages of use, including the impacts on organizational culture, when deciding to sacrifice personal campaigning and communication for the benefits of browsing through so many people so easily. The general quality over quantity debate is also an issue here, and organizations should remain mindful of this too.

Chapter 6: Discussion and Further Analysis, Recommendations, and Conclusion

1.27 6.1 Introduction

Following a discussion and relation to literature, considering the relevance of new media theory to trends and the nature of social media in current developments, a list of recommendations for recruiting practices, social media development, and future research is provided. Lastly, the limitations of the study are considered as the key points are summarized and concluded.

1.28 6.2 Discussion and Relation to Literature

The results of the study showed a major shift towards online technology in general, but showed a natural preference for social media prioritization in those that attended the conference; in this sense, it could be argued that there is some bias in the respondents, considering they were all participants in a conference focusing on the topic, but the focus of the instrumentation was on trends, advantages, and disadvantages, and this perspective is valuable to this look at trends in new media theory.

As stated in the literature review, old media is considered linear in terms of its relationships with professional and culture, while new media is considered more exponential than the old media (Cover 2004). This exponential change seems to have escalated to the point where almost all recruiting is done online, with some opinion that even job sites will diminish in upcoming years. Leader-Chivee and Cowan (2008) reported that this has changed the face of industry alongside the face of social networking in general, while even the conference attendees had recommendations for improvement of social networking for business practices. In the minds

of the experts, custom solutions seem to be the best option for companies that can afford it, making an online solution that is not limited to (or burdened by) the features of sites such as LinkedIn or Facebook.

Leader-Chivee and Cowan (2008) stated "many company challenges…can be enhanced through strategic online community initiatives" (40). Aside from the custom solutions, recruiting challenges seem to be best met through LinkedIn and some minimal supplemental use of Facebook and Twitter, with traditional offline recruiting methods nearing obsoletion (if not obsolete already within individual companies). Culture has been changing between employers and employees, while professional cultures in general have been affected by these trends. These changes have led to companies experiencing unique results which have affirmed the strategic benefit of transitioning to the methods, while online social networking is commonly used to assist businesses. This is a perfect example of new media theory, considering the changes that have happened from the technology. From the combination of literature and results, it is evident that many aspects of job seeking, hiring, professional culture, and culture in general have been changed alongside the adoption of these methods and trends.

Cover (2004) discussed the concepts of new media theory that are relevant to general and specific changes observed through the efforts presented here. As mentioned, Cover (2004) stated that "new media forms open many possibilities…for re-conceiving previous media relationships. Digital, non-linear and interactive media forms…allow increased possibilities for participation in the construction of narratives" (173). Beyond this, he argued that emerging media theories can be understood in the context of the older theories despite the different variables, although they have generally developed in a new direction. Smith and Kidder (2010) wrote that social networking websites, especially Facebook, have increased in popularity at an exponential level in many businesses, with newer sites geared more towards job networking (but with a similar format) also gaining substantial popularity more recently. It appears that since this time, or perhaps out of the context of their work, there has been much more use and emphasis of LinkedIn than Facebook, as agreed by both the surveys and interviews. Smith and Kidder (2010) stated that HR practices have changed in recruiting, online job postings, and job testing processes. The use of these websites is mostly a newer trend that has been experienced in businesses, now seemingly the foundation of recruiting, with even job sites expected to decrease in popularity over time. Segal (2012) examined employee and HR use of social media, pointing out that social media is considered a 'mainstream' occurrence in the present time, also confirmed by the research. Segal (2012) related HR people avoiding social media to business executives avoiding e-mail use 15 years ago, while experts interviewed stated and predicted that offline mediums are now virtually obsolete while custom online solutions are the foundation of recruiting for companies that can afford to do so. Free online tools are considered the obvious choice whenever they can assist any company, naturally, and there seems to be more potential for them to assist most companies' specific needs than even most of the generic job sites. This is a noteworthy trend for new media theory. Meanwhile, the relevance of normative media theory should be considered, as the theory considers how media should function to attain social values, and emphasizing situational aspects.

The results confirm that organizations might benefit from directly examining how their norms are or could be affected alongside use of the media and mediums, especially where

custom online solutions are not an option. Baehr and Schaller (2010) stated that "new media theory [is] a theory of convergence. A convergence theory would be based around the idea that there are no longer distinctions, lines, or boundaries from one medium to another, or even among all media" (16). Online communication is the clearly current state of recruiting, and tools developed to facilitate this can potentially meet the custom needs of an organization. New media theory will continue to elaborate on this while examining the effects of different technologies as this work has. Relating to a final aspect of literature, Holmes (2009, 685) explained that attachment to media, both old and new, provides a constancy which companies may find hard to attain. This analyst also explained that newer media theories face the methodological obstacles of rates of change from the newer mediums, the challenges in observing trends and convergence, and multiple disciplines required. Perhaps online mediums will provide a solution to observation issues as well.

Returning to the aims, questions, and objectives of the studies, it is apparent that the work has generally been a success, providing the unique data set sought, but a follow up would be more informative and fully address the range of objectives. The research aim was to assess the changing trends and implications of social media technology in regards to recruitment, and to assess the impact of this technology on common recruiting practices, which was successfully reached; it was determined that social media is used at least as a valuable supplement in the overwhelming majority of organizations observed, while offline 'traditional' recruiting practices are nearly obsolete. In short, social media is one of many components in what is now considered traditional or online job recruitment efforts.

Examining the research questions, (1) "*What are the advantages and disadvantages of using social media in employee recruitment?*" (2) "*Which social networking sites are used for recruitment and why?*" (3) "*How do employers and recruiters approach potential candidates using social media?*" (4) "*To what extent can social media help the effectiveness of recruitment processes?*" the advantages and disadvantages were able to be examined in detail, it was determined LinkedIn is generally the medium of choice because of its professional emphasis, candidates are usually approached through links to organization-specific online developments or through job boards, and social media is a valuable supplement even to successful organizations (potentially a recruitment foundation for startup or low budget companies). Meanwhile, the research objectives were to: i) assess the effectiveness of social media use in recruitment, ii) examine the changes from the use of this technology compared to conventional recruitment processes, iii) examine trends in using the technology, and iv) provide recommendations for improving practice or gaining more knowledge through additional research efforts; here it is evident that the first three were met, while the fourth is addressed through the following section.

1.29 6.3 List of Recommendations

Recommendations for future research and development in recruitment include:

- Conduct comparative analysis of benefits gained from LinkedIn features versus investments in custom online solutions
- Assess competition and job market for trends to maintain competitive advantage

- Continually familiarize with new media literature for insight into maintaining an adaptive framework for recruiting
- Remodel obsolete recruitment systems as needed, considering potential for obsolete elements in the near future

1.30 6.4 Conclusion

This study has shown a clear shift in trends, moving from offline to online recruiting practices. Here social media has played a considerable role, but companies that can afford to do so use special software and custom online human interaction methods. Essentially, social media has allowed employees and employers to connect for business purposes, in addition to allowing people to connect and communicate socially. This has significant relevance to new media theory since technology has affected the recruitment and business practices of many organizations along the planet. The research methods allowed for insights to be gained regarding both numerical representations and trends in the information and how it relates to the literature reviewed. The basic limits of this study, aside from the inherent bias and emphasis on theory, were due to the sample size and lack of perspective into trends. The humanities emphasis on the work here was best suited to the approach to data recording and assessment, as it was theories, concepts, impact, and implications for theory and practice that were examined. This qualitative approach was a fundamental stepping stone for the work developed and presented here. As per best practices, the full range of ethical issues were considered in the work, with the most emphasis placed on the anonymity and confidentiality of information of participants. One of the most relevant issues is in regards to the privacy elements discussed regarding social media. Fortunately, most technologically savvy people are aware of privacy options and the potential to only share posted information with people associated with them on the site, but people that leave posts public or willingly associate themselves with people known through work make themselves vulnerable from information they post to the services.

New recruitment practices clearly bring new challenges, potentially involving changes in corporate culture. The use of different online software to recruit people involves cultural and sociological transitions. With social media, there is less in-person communications with more use of software, and this can affect relationships throughout the workplace. This can be negative when miscommunications, missing emails, or misunderstandings result, and those in charge of organizational culture should be mindful of these concepts. Social media and similar networks can also be used to hire people, potentially detracting from local economies and networks. Social media recruitment also affects some aspects of organizational and managerial structures, and there have been impacts on management and leadership. Research has shown there are implications regarding the leader as a producer, distributor, recipient, adviser and orchestrator, analyst, and architect. The abilities for managers to manage communications overflow with social media is another example, and this has the potential to affect management processes and some aspects of structure.

The roles of employees and employers are also changing in many ways. Sites such as LinkedIn can make the work of some recruiters easier in many cases, and in some cases it can even make jobs or processes obsolete. The speed and convenience takes a large amount of the

demand away from traditional recruiting processes, and this middle man is a key factor in the development of recruiting culture. Most people that use LinkedIn are concerned with finding potential to improve their professional potential or progress on their career paths, and they use the site as a middle man. This use of the site as an intermediary can impact business operations within companies recruiting as well as outside agencies. However, they should not be considered complete replacements for conventional methods and traditional recruiter tasks. Some analyst recommend that the sites are only be used when it is deemed the most strategic option. Using a site such as LinkedIn in lieu of traditional recruiting efforts can be beneficial to a company, but the common costs and disadvantages associated with middle men should still be considered. Generally, a company should weight the advantages and disadvantages of use, and consider quality over quantity. Meanwhile, the position of the worker has been changing in recent years due to changes in recruitment and social media use. The worker position is affected by alterations in organizational culture, altering various aspects of corporate activities, knowledge management procedures, knowledge sharing processes, and other areas critical to or significant in organizational culture. There have also been changes to corporate and organizational culture involving new integrations of the media, such as 'Facebook Fridays' and similar efforts. Some companies that have implemented social networking tools have improved target objectives, and with the rise of social media there are more monitoring and assessment tools that can be used for examination purposes, and some companies use the media to connect areas and processes that are inconsistent across organizational departments or business processes. It is fair to state that social media has influenced multiple aspects of workplace culture and the roles of workers, considering the combination of privacy, productivity, recruitment, and business process issues. The concept of a transparent society is also relevant to the work in social media for recruitment, as social media provides windows directly into people's professional and personal lives. Combined with the transparency into what people can make public, there is new etiquette for instant messaging use, emails, and social media that has had some effect on organizational culture; networking sites also have the potential to create their own culture through structure, design, themes, feature, etc. Experts have considered the potential for a 'surveillance society,' and stated that this is not inherent wrong, but has a high potential to be, generally recommending that people are both careful and vigilant in pursuing any corrective actions which may be needed.

Ultimately, regarding the primary research, the methods allowed for clear results, but further research (especially research not bound by academic constraints) would further benefit the knowledge base. Results have revealed that the 102 conference participants felt that social media was beneficial, although it has considerable disadvantages (mainly too many features for LinkedIn and the personal nature of Facebook), while the respondents provided their perspectives on trends, advantages, and disadvantages that can be useful in both recruitment and social media development. The interviewees felt that social media is a valuable supplement to general recruitment efforts; online recruiting is basically the nature of modern recruiting, but companies with enough funding will probably continue to prefer special online programs or software for their recruiting efforts.

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Appendices

1.31 Appendix A: Malcolm Thomas Interview

Interviewer: Can you please tell us about Serco?

Malcolm T.: Serco, an international worldwide service company. We do many, many different things. In the Netherlands, it's mainly, it's space related technical things but in other place around the world, we've got high levels of IT regardless of what facilities, including large call centers. We support, basically, government and other international organizations, anything that they want. I suppose if you want a very quick description, we'll do anything from keeping your garden in fine spec to keeping anything in space and everything in between. It's very, very wide.

Interviewer: How many people are currently working?

Malcolm T.: In Serco Worldwide?

Interviewer: Yes.

Malcolm T.: It's about 170,000.

Interviewer: In Holland?

Malcolm T.: We've got about, 130.

Interviewer: How many people do you recruit every year?

Malcolm T.: It's difficult to say but I would say, in average, between 15 and 20.

Interviewer: How do you approach the recruitment and what kind of instruments do you use?

Malcolm T.: We get things from our clients, explaining very briefly what we make up and then advert and then we post it on... We format what they say and use it to page on advert which we can then post in different places, different websites.

Interviewer: Do you use Traditional Media?

Malcolm T.: No, we don't use newspapers or magazines anymore.

Interviewer: Since when?

Malcolm T.: Long time. We've been changed to top the transition, probably 12 or 13 years ago. We've become less and less dependent on traditional media advertising, in magazines and papers and gone fully electronic, more or less. I can't remember the last time we actually put something on a newspaper or a magazine.

Interviewer: What is the reason for that? Is it not effective or it costs so much?

Malcolm T.: It's probably two-folds for everyone. It's more effective to do it electronically. There's more people in the world using electronics, Internet things than picking up magazines and reading them today. Plus, it's quicker to get the sponsors and it's easier for both parties.

Interviewer: How many responses do you get for every position?

Malcolm T.: Just taking two days after this week, I had 50 responses to things. That would be since Friday, so over four days. The responses are pretty good.

Interviewer: What about social media? Do you use social media?

Malcolm T.: Yes, we have... I have my account on LinkedIn and a few of the Serco accounts around like ten. We have some groupings called Serco something which we use for Serco Europe which is part of our groupings of companies which we place things on.

Interviewer: Do you mainly use LinkedIn to post your little ads or recruitment?

Malcolm T.: No, I mean, we have our own company website which we have to use. It's also variable in two forms. One is the internal side which goes to everybody and the company has access to or should have access to it. There's an external part, Serco.com which the rest of the world... But on top of that, depending on particular vacancy, space in itself is a bit of a niche market. We use a website called SpaceCribs.com which is based in France, actually, but it's worldwide. Anybody in the space industry tend to look at that if they're looking for jobs.

Interviewer: And also in LinkedIn group, do you post also the LinkedIn group?

Malcolm T.: Yes, we do. The reason for that is because it allows us to capture only applicants under one umbrella. We have an application within that company in which we can check things, applicants, and jobs.

Interviewer: So you're using a special recruitment software?

Malcolm T.: Yes.

Interviewer: Can you name it?

Malcolm T.: It's called Amois.

Interviewer: How does that software function?

Malcolm T.: Applicants can apply through the websites, through Circle's website and you'll get directed to this application. You can put in your personal details, attach your CV and any other documents that you would like to attach which is certificates of education or those sorts of things.

Interviewer: In terms of recruitment, do you also contact possible candidates directly?

Malcolm T.: Yes, on occasions we do, actually, because one of the things that we are able to do with the application, but also we do personally in the office, is we keep companies more open, people's CVs, so we are able to search through the keywords.

Interviewer: Do you use LinkedIn to contact possible candidates?

Malcolm T.: Yes, sometimes, we do.

Interviewer: What about other social networks like Facebook or Twitter?

Malcolm T.: No, thank you.

Interviewer: Only LinkedIn?

Malcolm T.: I only use LinkedIn. To be honest, Facebook and Twitter and things like that...

Interviewer: Not suitable for you?

Malcolm T.: Not really because you would end up by just getting so many things whereas LinkedIn is more selective in a way.

Interviewer: And for you, I guess, quality is more important than the quantity?

Malcolm T.: Yes, it is.

Interviewer: What do you think are the advantages and disadvantages of using social media in recruitment? Are there disadvantages also?

Malcolm T.: LinkedIn particularly allows people to connect directly to your profile within and also because we have some groupings called the Serco Europe and other things in Serco that is able to track our jobs in much easier way. And then, they can either respond back directly or they can respond through the website, preferably the website because it means less work load to me.

Interviewer: What about people being contacted, receive some, like any feedback from the people they contact?

Malcolm T.: We actually tried and will probably about 99.9 percent will respond to everybody who applies. On occasions, you get a thank you. It's one of the few companies which actually replies even though you don't fit the job. Those things are quite rewarding.

Interviewer: When connections candidates over LinkedIn, did you ever encountered problems?

Malcolm T.: I've never encountered somebody saying no, I don't want. They're very appreciative of actually just being contacted a lot of the time.

Interviewer: Do you also use LinkedIN to check the competition?

Malcolm T.: It depends because there is a small number of companies here looking for the same type of people for the same job. You have a tendency to look at what they say in their adverts, if that's what you mean. There are a few comparisons that goes on. It doesn't affect anything.

Interviewer: How many employees you have recruited using social media last year? Can you give some?

Malcolm T.: We have received 3,000 applicants last year and we have recruited 20.

Interviewer: Of all of these 3,000 applicants, how many of them came from LinkedIn? Do you have estimations for that?

Malcolm T.: It's not possible to say because as we post our URL also on LinkedIn, they at times go that way or suddenly, you can never get a direct comparison of these things at the present. It's not the way we do things anyway but we're looking into trying to work on how we can recognize where people are coming from apart from us getting the direct question.

Interviewer: And do you also check the possible candidates' profiles and before they interview or after the interview? What do they place in their LinkedIn profile?

Malcolm T.: We tend to travel and look into those profiles and CVs or whatever you wish to call then. And then depending on us on whether you take the next step forward to have a telephone interview or talk to them and more information after that. We try to remain as positive with people as possible all the time and direct and honest. The worst thing that could ever happen is for you to be dishonest with the person because you will be found out eventually.

Interviewer: Also, do you use LinkedIn for other purposes other than recruitment, for employee management or anything?

Malcolm T.: No.

Interviewer: Only solely for...

Malcolm T.: We have contacts with applicants and they set us, I think.

Interviewer: How do you see being a recruiter and I guess, you have been this for a long time?

Malcolm T.: Mainly, I started in 1990. What we have been doing for recruitment but only for about 10, 12 years which is reasonable at that time than these days.

Interviewer: How do you see the future of recruitment?

Malcolm T.: In old times your sources were either through all the agencies, personal contacts of your employees or through magazine and newspaper adverts. I mean, if you make a comparison on a financial basis, it's become less expensive to recruit, recruitment campaign. But also clients have realized this which is they're paying us anyways.

Interviewer: Is it faster now if you compare it to past?

Malcolm T.: It's faster, yes, I mean, I've actually just posted one advert on our own website so far to set today and I know by tomorrow morning, you will have some applicants whereas if you have to rely on the old methods of agencies and then newspapers and things, it's going to be at least a week minimum before you're going to get anything, probably one or two.

Interviewer: What do you think about the future? How do you think it will go and which would vanish?

Malcolm T.: I think it's going to carry on with these sort of more high tech computer and Internet side of things. How much social media is going to play in this, I really don't know.

Interviewer: What do you think about the agencies? Now, companies can directly recruit people. They can use LinkedIn. Do you think it will also cause change in HR agencies rules or do you think in their approach of in house recruitment?

Malcolm T.: That tendencies to use probably very similar tactics to what we do. They post adverts on the various websites and things. Sometimes, they are just able to reach a wider audience for some of the reason or you still get a number of people who want to contact agencies looking for jobs. I think the agencies actually have gotten down a little bit and more, sort of larger websites were developed.

Interviewer: What are the advantages of agencies in terms of recruitment and also in terms of if you look at social media recruitment do you have? And is it an advantage being an agency or a disadvantage of social media in terms of recruitment?

Malcolm T.: It depends on what you want an agency to do, depending on what you want to do, how much are they going to charge you. Today he whole field is evolving around finance, how much will you place into a recruitment package. It is much on financing more beneficial to do these things yourself. The things with agencies is you can pay them to do all your pre-screening if you so wish.

Interviewer: Do you have any recommendations for companies and agencies recruiting over social media? Can you make any recommendations or any tactics or any approach?

Malcolm T.: I'm a bit new to the social media thing due to my age probably and it's not... It's really being careful of what you say and what you hint at. Just stay 100 percent honest about things. People will get to know which company or which people do this and those that don't, people will start to avoid. Honesty is the best all the time.

Interviewer: There's a debate about LinkedIn CV's are more honest than regular CVs as thet are transparent. What do you think about this?

Malcolm T.: There are those possibilities, yes, because your profile is more transparent. You do need to be a little bit more open, careful and truthful.

Interviewer: So it means it's more updated?

Malcolm T.: It could be an advantage at that point against the good old paper copy that used to be years ago.

1.32 Appendix B: Mike Taylor Interview

Interviewer: Can you tell us about your Social Media in Recruitment conferences?

Mike Taylor: My background is working in HR and recruitment. I've worked for IBM and for Nokia, working in recruitment. I went to a conference in Amsterdam as it happens back in November 2008. One of the most popular sessions at the conference was to do the social networking and I thought that's some interesting area, why is it so popular?

Of course, it's a brand new subject at the time and I thought, I still work at Nokia or IBM, and my boss said to me, go and find out about this social networking, social media and how it can be used in recruitment. Where did I go? And how to look around and it wasn't anywhere to go. That's why I came up with the idea of actually putting on a one-day conference which happened in July 2009, teaching recruiters exactly what social media is and how it can be used in recruitment. That's the background of how it all got started.

At the first conference, we were fortunate to get Facebook to tell and speak as well as YouTube. I also remember to this day because on the 16th of July 2009, Facebook announced that they've just got to 250 million members. Now, they're well over one billion as you know. In four short years...

The first conference really was more about what is social media and how it can be used whereas we developed the conference and this will be our 5th event on the 11th of July. But now, it's how to use it more strategically and how to get the most out of using things and sharing best practice as we face these companies that are successfully using it.

Interviewer: So how many attendants do you have this year?

Mike Taylor: In July 2009, we had about 180 people there. The following year, we sold out to 265 people. We average between 200 and 250 people.

Interviewer: What is the profile of these attendants?

Mike Taylor: These are in house recruitment managers or recruitment officers or recruitment directors working for corporates and also recruitment agencies as well. Recruitment agency, senior recruitment consultants and people who do the day to day recruiting. But we also have recruitment software providers and recruitment services providers as well as job boards and people who make recruitment websites.

Interviewer: Do you also recruit people using social media?

Mike Taylor: I purely do, well, I organize these conferences and events but also tend to do more strategic stuff based around mobile and video but from a recruitment point of view.

Interviewer: Can you tell me about how do you or the companies use social media for recruitment? Is it for only getting the candidates looking for a job or is it also head hunting candidates from competition? Or is it for scraping CVs? Can you tell about how is it used currently?

Mike Taylor: I think there are two sides to social media from a recruitment point of view. There's a side where you use it for recruitment branding and you have a Facebook page or you have your Twitter profile and LinkedIn where you're actually there prompting the company and the vacancies by pushing out a lot of valuable content that people can be interested in.

The downside of dealing with these people are just pushing jobs over time which I think is a big turn off to people because if you look into develop a relationship and develop a following, which a lot of social networking is all about.

And there's the other side of social media which is from a sourcing point of view where recruiters would go out and they will search LinkedIn and they will search Twitter and Facebook, trying to identify candidates that they can approach to come and work for their company. I see there's two distinct parts to social media.

The longer term engagement you'll get by actually talking to people and putting content out there that people will find valuable, they might not necessarily be looking for jobs right away but if they've been reading more articles and your blog posts for the last two or three months and something an opportunity comes up, then they think I need to look for a new job, then you're very much likely to be founded mine that they would remember the fact that you are a recruiter, in IT for example and typically, may welcome to you first, point of goal, to see if you can help them. So it's all about relationships with social media.

Interviewer: What are the advantages of social media recruitment if you compare it to traditional recruitment?

Mike Taylor: I think, for social media, compare it to ten years ago, if you wanted to recruit someone for an IT position, you would either put an ad on a newspaper, you might use job boards because they were fairly new about that time, or you would use a recruitment agency. Now, a recruitment agency have a distinct advantage in that they have a database of candidates that you didn't know about.

Things that have changed today is that that database is no longer really private to them because a lot of those people you can find out about yourself now because they're on LinkedIn or they're on Twitter or they're on Facebook. The unique position that recruitment agencies were in ten years ago, I don't think is no longer the case. A lot of the information out there would be identical.

Having said that, it doesn't mean to say that HR managers would then go oftentimes search for people themselves. Obviously, they've got lots of other things to do so they will still sue recruitment agencies and their own network that the recruitment agencies have to actually find candidates. But it's a more open market now.

Interviewer: How do you see the recruitment agencies, are they using the social media more?

Mike Taylor: I think the very least, if you think of it from in house recruiter's point of view, I think you'll always get the leading companies that have big things and people who can afford to dedicate their time and to sort things through that social media and see building relationships. I think the day to day recruiters working in house, I wouldn't say they were completely social media savvy. Five years since we ran our first event, there are still people who don't totally understand the basics and I think now, it will be the case for many years to come. They think they know what they should do but they're fighting perhaps or scared of what's going to happen. I think there's a fear factor still and people actually getting too heavily involved.

I think from a recruitment agency point of view, they see it as a way of actually increasing their reach and able to find more people than they put using traditional methods in the past. I think the recruitment agencies are more active on LinkedIn especially because they're searching for candidates all the time. They can make contact, they get introduced with so they can actually invite them to come and register with them for future opportunity.

Interviewer: The advantages of using social media for recruitment in terms of costs, is it also a major driving force or not? I mean, because the cost of recruitment, especially on some high end positions can be very costly.

Mike Taylor: Yes, that certainly is a benefit. If you are able to identify someone on LinkedIn or search Twitter and find that someone worked, someone's job title, they worked at

a particular company, you can actually start to follow that person straight away. It's so easy to do that. If you do strike up a relationship and you ultimately save yourself a lot of money as an in house recruiter. As a recruitment agency, you probably lost a big fee as a result of someone doing that.

The real cost-effective way in terms of recruitment advertising is social media advertising. Your adverts only appear against certain company names or people in certain groups or certain profile. You can target the age of the person, where they went to school, company they worked on. The costs are much cheaper than regular advertising.

I know in UK, when Facebook spoke at the first conference back in July 2009, an IT company up in Manchester and Monopole England, they hired two IT programmers and it cost them less than 60 UK pounds because they targeted an area around Manchester, they targeted that particular skill set and the result, they were able to hire two people for less than 60 pounds.

Interviewer: So companies usually, they not only use the direct content but also they use the advertising on social media?

Mike Taylor: That's right. There is an argument that if someone's on Facebook, they're on there for their personal use as opposed to business. But the fact is, companies do hire people for using Facebook advertising so that works. A lot of people say, it's their private time but the fact is that people do advertise and it has worked. I think it will continue to work in the future.

Interviewer: So LinkedIn is not the only medium? So also Facebook is a good medium.

Mike Taylor: Yes, I mean, LinkedIn is more popular because there's a business networking environment and you would expect to see things about business and jobs on that particular channel. But more and more companies are starting to use Facebook now.

Certainly in the retail sector, you probably notice when you go on this, there is always adverts, specifically targeted at you and what you are doing. There's no difference in recruitment, they're just doing whatever a person's doing now.

Interviewer: What about the disadvantages of using social... Are there any drawbacks or pitfalls why use social media for recruitment purposes?

Mike Taylor: I think, you could probably get lazy from using it so you just post stuff out all the time and just hope that something will come back. I still think we need to actually build a relationship with the people like they would have done ten years ago. If you have people in your database whenever there's a recruitment agency or it's an in house recruiter's database, and really, if you want to keep engaging in that with that group of people, it's so easy not to do that now because you got a far bigger

market because you can access more people. Perhaps you don't look after the existing people that you got so well.

Most of the companies are using Twitter to only post ads. There's no other information or content that they're sharing. It's just posting jobs all the time. I don't know about you but if someone did that to me, I would certainly unfollow them right away and actually find someone that has a mixture of some decent quality information and information that I would find interesting.

Fair enough, if you would put some job information there, then fine but I would say the 80/20 rule, put 80 percent of good decent content in your blog post or your Twitter feed or your LinkedIn updates and every now and again mention the job because at the end of the day, yes, you are trying to hire people and it will be silly of you not to mention it at all. But I think it's getting unbalanced in terms of what you put the general information, what you put job-related. I think 80/20 is about a good mix.

Interviewer: What about recruiting from competition. Will companies use social media to recruit employees from their competition as well?

Mike Taylor: I'm sure they do. I'm not too sure exactly how the problem is but it's certainly far rigid to do that now because you can go to LinkedIn and you search by company names or if you wanted to find out, you know, if they worked in your competitor, then it will be very easy to find out. If you're not connected to that particular person, I'm sure somewhere else in your network or in your LinkedIn group, they might find someone that is connected then you can ask an introduction.

Interviewer: Based on your experience, can you give an estimation of the percentage of social media recruitments?

Mike Taylor: Difficult one. I'm not seeing any stats on that to be honest. Certainly, the large corporate companies, I already expect them to have some sort of social media presence. Let's put it this way. I would imagine all the recruiters are definitely on LinkedIn because a lot of the big corporate companies now have LinkedIn recruiter accounts where they can get extra access to different searches and ability to contact people.

It's how you define social media because LinkedIn being a business network, you can argue slightly different to a social network. I think it would vary from company to company. Like I said, I haven't seen figures but I would imagine most of the big corporates definitely have some sort of social media presence.

Interviewer: What kind of companies currently you recruit over social media, large corporations or medium or small? And do you see a trend of increasing in this? And also, in what kind of sectors usually recruit from social media?

Mike Taylor: I would say yes, the majority of the large corporations certainly do have a social media presence. I think once the people see the benefits, what returns you can get, a lot of the smaller, medium sized companies will also get on board because it can be very cost-effective and oftentimes, there's no major expense that you actually get involved, and of course, you're going down the advert in which case, you have to pay for your adverts on Facebook and LinkedIn.

I think this goes back to my point now. With five years down the line, people still are trying to understand the basics of what they need to do in small to medium size enterprises. It will solve the problem in the future of how effective they are using it, it's very difficult to say.

Interviewer: Do small and medium size companies know how to use the social media for recruitment purposes?

Mike Taylor: They probably don't have as much training. People at the large corporations, they probably got a training budget where they send you on courses and stuff like that. I don't know what it's like in the smaller enterprise, whether they have that sort of ability to do training courses and stuff like that or whether it's a case of people trying to research it and understand the tasks.

Interviewer: What kind of positions are usually recruited over social media?

Mike Taylor: I would say it's across the board. It's not a particular level of person or I would say it's all levels and I would say really, it's a cross of all industries.

Interviewer: What are your recommendations for social media recruitment?

Mike Taylor: I think to think about social media is it changes over time. What works last year maybe tweeting for this year and beyond because the way you use an interface with a lot of the Facebook or LinkedIn or Twitter does change on a regular basis. It's important to keep up with what is going on and really to understand what people are doing because you don't want to be behind the curve especially if you're trying to get the grips with it. I would say people might keep up to date then as much as you can and don't be afraid to change things. If it works for someone else, it doesn't mean it automatically works for you. You just go and find a way to make it work the best of your situation more often than just the generic way of doing it just like everybody else.

Try to be different, try and stand out because there's a lot of employees out there so what's going to make you stand out as a recruiter to attract someone to think, yes, that sound like a good company. I'd like to go and work there.

Interviewer: Do companies recruit social media experts as a position like a social media marketing person, social media expert?

Mike Taylor: I think a company has perhaps partnered with the marketing department in recruiting that type of person. But I think, the modern day recruiters' skill set now, you need to really understand social media as part of your recruitment job so when you look into recruiting people, you need to have a good understanding yourself on the different channels, Facebook, LinkedIn, Twitter, etc. because I think, probably five years ago, you could always afford to say I don't really understand it. But now, I think when people are hiring people, it becomes an essential of the recruiter's skills that they need to have otherwise, they could struggle to actually secure it on.

Interviewer: Now, the recruiter profile has changed. So can we say that now, it's essential for a person to be a recruiter, he has to have good understanding of social media?

Mike Taylor: Yes, absolutely, yes. And also to build relationships, yes.

1.33 Appendix C: Peter Roels Interview

Interviewer: What kind of instruments do you use to recruit? Do you work with HR agencies or its in house?

Peter Roels: For recruitment we don't use external agencies. I've been working for an agency for nine years myself that specifically recruits engineers. From that point of view, there hasn't been a need so far to use external companies. There are two reasons why, in fact, three reasons.

First of all, I think I can do it better. Secondly, it costs quite a lot of money, the maintenance, the bill. We've been recruiting from the moment I start until 23, 24 people. Each person, should have cost us 10K to recruit them, well, you can make a bill. Thirdly, it's quite difficult to understand the needs of my internal customers because it varies from time to time. And you have to know the company quite well. It's not the usual or ordinary companies, let's put it this way.

I've been using job sites for the last three years.

Interviewer: Do you use LinkedIn?

Peter Roels: I use LinkedIn quite intensive, we buy job postings and I also use my own profile My first line of network is almost 4000 people until now. Plus I also use the LinkedIn groups quite intensively.

Interviewer: What kind of groups you use?

Peter Roels: I got a couple of them but either they are related to innovation or quite technical. Most universities and high schools in Belgium are having a groups which I joined. Then you have specifically for embedded software groups and HR groups from time to time. And I post not only jobs but also quite interesting information either

for HR people or technical people. My visibility is quite high. That makes people see when something process on it. It's not always easy to pick points than this candidate comes from LinkedIn but this week or the last week, I had someone from LinkedIn.

Interviewer: Do you use other social media besides LinkedIn?

Peter Roels: We have a Facebook group, forty something followers... I find that Facebook is very personal.

Interviewer: Why you don't use Facebook for recruitment?

Peter Roels: It's fun, it's pictures, it's whatever, but it's not a professional network. That's why I invest in my professional network much more than that. Twitter, I've been starting to use it a couple of weeks ago so I can't tell you more about that. I'm learning to know it. I received my smart phone a couple of weeks ago so that's... But I've been using that intensively. What I do is when I post something on LinkedIn, I make sure it becomes tweeted. You have to market it.

Interviewer: Do you have a special group in LinkedIn?

Peter Roels: There is a message and innovation group.

Interviewer: How many people are there in that group?

Peter Roels: The massive innovation, a bit more like thousand I guess.

Interviewer: Can you compare the social media recruitment, recruitment over social media with job sites and also traditional, like posting ads on newspapers or posting ads on other places?

Peter Roels: The fact is that the job sites, even though they can give you a template which looks like your own company, it's still a job site and then you post it and you can't hardly influence it when you use your own network. For instance, LinkedIn, you mail whenever you want, you refresh it whenever you want. At the job sites, you have to do it, each time you refresh it, you have to pay. I think that job sites won't last or won't survive the next decade, I mean, the next five, six years.

Interviewer: You're saying they will disappear?

Peter Roels: Or they surely will diminish. Experience right now [inaudible 0:09:44.9] that there's an economic crisis as well but there's this quite a setback in their turnover as well. Then we'll have to get used to adjust and give you means, new tools. One of the advantage you might have, when using job sites, that you have access to their CVs if you pay them of course. The downside of that is that it's not always easy to find what you want in those CVs.

Interviewer: Do you think that LinkedIn will replace job sites in the future?

Peter Roels: They will not replace it because there's quite a difference between... LinkedIn is a professional network that exceeds recruitment tool. That's why it's interesting as well, you can mix information that is interesting for someone with recruitment. Last week, I post for artist drawing with jobs further in a link but it gave the message we're doing well. You can't do that by using a job site. So can it replace it? No. I think that if they are clever, the job sites will have to evolve in something new, something more interactive, something more personal, I guess.

Interviewer: So do you think they will ever become more, like social, business networks, than recruitment site?

Peter Roels: They're very, I don't know the word in English. They're very... What can you do now, you can post a job in there, that's it. And sure you can use banners and you can use banners on other sites other than your job site and so on. But that's about it that they offer you. I think, people want to be more and more in control, the applicants as well as the companies that recruit. They will have to change in the future.

Interviewer: What are the disadvantages of using LinkedIn?

Peter Roels: Disadvantage is that some type of people might eventually drop out of LinkedIn or networking sites because they are stalked. I can imagine that some recruitment agencies will stalk certain types of people and you might get fed up with them that you disconnect. That's one of the risks you have. I think that companies will... There will be changes on that level, I guess.

Interviewer: What about the recruiting from competition?

Peter Roels: We have been recruiting from competition so far? Not. The competition is quite lot. What I do is I might contact them. I might, if we ever have contact, I might ask to join our network, you know what's where but it's not that I'm trying to call them so far, you say, and head turns them because then, you're not recruiting anymore, letting people apply, then you have to search more. But it's quite interesting to know where they are and did there's some sort of big need that is going on for new people at.

Interviewer: Are you using a special software tool for recruitment?

Peter Roels: We're going to use the software tool for recruitment within a couple of weeks, I hope, which will also allow you to search in LinkedIn automatically within keyboards and so on.

Interviewer: What's the name of the software?

Peter Roels: Otys.

Interviewer: How will you use this software?

Peter Roels: It's mainly to use the information you have in the most efficient way. Database of candidates, database of potential customers in our case and facilitate that when they apply, it's far more automated. You don't have to open their CV, type everything and so on and so on. With this tool you can search for candidates.

Interviewer: How long have you been in the HR?

Interviewer: How long have you been in the HR?

Peter Roels: 13 years.

Interviewer: Can you compare the times before social media and now in terms of recruitment?

Peter Roels: It's quite a difficult question. I think that how the companies are doing has been more important for the last fifteen years than, I think, either the coming or not of social media, meaning that in the early 2000s, that's the end of 2000 and the last couple of years as well, there had been crisis so that makes, on the one hand, easier to find candidates between brackets. It's quite difficult to extradite the influence of social media on that.

The fact is that everyone has its own database of people they know, let's put it this way, which you can use as a database of candidates at one point or another. The fact is that you reach more people and that you may... I find it interesting to see how people more and more react also to postings.

Before and after, it's quite difficult. It's now that from the development of social media arrived that everything has changed. Now it's changing and Europe/Belgium/France will maybe a little bit slower than in some other countries. Actually, it won't change the approach of looking for a job or finding a job or being found to do another job. You're more reachable in one way or another than when you're in the database of a job posting site.

Interviewer: Do you think social media recruitment helps recruiting international candidates easier? I mean, to recruit from other countries.

Peter Roels: We don't use it to recruit from other countries so everything I will be telling about that would be impression. Sure, what I have is that, it's one of the disadvantages of using, for instance, LinkedIn posting, that's been experienced in the past, that if you post on either on strongly international websites, job sites or in LinkedIn, that you, from time to time, get too much people from abroad that don't need requirements because I specifically write job postings in Dutch so they could not understand it because it is very important for us.

A company has to be open and have a certain culture to be able to recruit people from other countries, other cultures. What do you do with housing? How do they

live or organize? How do you pay them? And so on, and so on. Even bigger companies, what they experienced, from one of my former colleagues who have been recruiting in Portugal last year. They went over there as a recruitment company looking for people for quite some companies in Flanders. In the end, it's still tricky how long will they stay. They speak English but that's about the barrier because other people don't know we speak English and so on, quite difficult.

More than that, I found out, sure, it enables you to get much closer worldwide, of course, but it will enable you to contact them. But I think, how to organize it, it's not worth paying.

1.34 Appendix D: Survey Questions

The survey questions, specifically, include:

1) How many full-time employees currently work for your organization?
2) How many employees do you recruit every year?
3) How often do you use social media for recruitment?
4) Who do you recruit using social media?
5) Which social media sites do you use for recruitment?
6) What is your reason to use social media for recruitment?
7) When do you use social media on your recruitment processes?
8) Do you ask for social media information on job interviews?
9) Do you have a policy in place on the use of screening potential employees via social media?
10) About what percentage of your employees were recruited over social media?
11) How important is social media recruitment to you?
12) Do you use special software for social media recruitment?
13) What do you not like about social media recruitment?
14) Did the quality of your applicants approve since you started using social media?