Deployment of Social Media in the Recruitment Process

Author: **Fawzieh Mohammed Masa'd**, Assistant Professor, Business Administration Department-Prince Sultan University, Kingdom of Saudi Arabia, fmasad2015@gmail.com

The social media experience has opened up new trails of commitment and revolutionized the exchange of information. With more people employing with social media, it is worth scrutinizing its application to the recruitment process.

The purpose of this paper is to assess how employers can construct best use of social media as part of the recruitment process. It observes which platforms are best suited to hosting job search information, which can help achieve recruitment goals and how they are used by employers and applicants.

Particularly, this paper examines recognized differences between social media websites and their impact on the recruitment development and how social media is used as part of the recruitment development that on which sites applicants apply and where they expect to be approached.

Keywords: social media, information, recruitment process, website

Introduction

Current challenges and changes in technology and the role of the Internet open up new opportunities for companies to communicate and work. The fact that Social Networking Sites entered the business landscape, and in particular the recruitment landscape leads to a demand for knowledge about recruitment trends regarding Social Networking Sites. With this study the

phenomena of Social Networking Sites in recruitment was explored. Knowledge was acquired by making use of a survey, conducted in few Middle East companies. The following research question is answered within this study: To what extent does the use of Social Networking Sites lead to effective recruitment?

To answer the research question and to detect the extent to which the use of Social Networking Sites leads to effective recruitment, a research model was established in order to find relationships between the qualities of Social Networking Sites and effective recruitment. The chosen qualities of sites were information quality, popularity, networking scope, ease of navigation and security/privacy. Effective recruitment is characterized by the diversity of applicants, the quality of applicants/applications, the costs, the time and the target group orientation. Furthermore, the type of the site (business-oriented sites versus social-oriented sites) played an important role in this research. In addition, the usage frequency of the recruiter was of interest.

Employers profit from the fact that Social Networking Sites becomes important. They can gain a lot of personal information about applicants "as a source of applicant data in an effort to improve hiring decisions" (Kluemper & Rosen 2009, p.567). These sites afford companies the opportunity to search for potential candidates. The variety of these Social Networking Sites is growing fast and there are national differences. According to Kim et al. (2009) there is a diversity of popular Social Networking Sites by continent, region and country. Facebook is used on nearly every continent and is the Social Networking Site with the most registered users with more than 500 million active users (Facebook, 2011). The number of Social Networking Sites has risen enormously during the last years and still keeps on rising. The constantly changing technology opens up new opportunities of communication, but at the same time, it is leading to a jungle of applications and confusion. At this point in time, there are only a few studies about Social Networking Sites and recruitment because many researchers have just started examining this topic and still try to find a way through this jungle. In spite of the financial-and economic crisis, the war of talent[1] is still an actual topic, and companies are confronted with the

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[1] In 1997 Mc Kinsey & Company coined the term war of talent, which refers to a competitive landscape for recruiting and retaining talented employees (Michaels, Handfield-Jones and Axelrod; 2001).

problem finding the right employees. Companies need people to survive, talented people are a prime source for a company's competitive advantage, and talented people are scarce.

The search for the best and the brightest people is a constant battle between companies, and they have to develop strategies in order to find the best employees. For that reason, the strategic question of finding, attracting and recruiting the best people has become a relevant issue for companies. Furthermore, the Internet has changed the way people communicate and work. Through the entering of Social Networking Sites into business landscape and the fast growing amount of these sites, a need of strategy for finding a way through this jungle of sites is required. Companies tend to be confused about which applications are the best for their recruitment process. Social Networking Sites and its impact on recruitment is a very recent field which is fast moving and therefore difficult to monitor up to date.

The main objective of this study is to identify to what extent the usage of Social Networking Sites leads to effective recruitment. An additional goal is to find out which Social Networking Sites companies apply and gain insights about their experiences with different sites.

Review Literature

Recruitment is critical to organizational success, and that employee recruitment has become a highly discussed topic in recent years (Breaugh, 2008). Previous research has shown that recruitment decisions have a significant impact on different factors of the recruitment outcomes, like the diversity of applicants (Breaugh, 2004). According to Breaugh & Starke (2000), recruitment is a set of activities which organizations accomplish in order to find the right people for their vacancies, the primary mechanism to attract potential employees. Recruitment includes various activities and is a process which is characterized by different steps. Starting with identifying the recruitment objectives, developing a strategy and recruitment activities like job advertisements, job interviews and so forth (Breaugh, 2008). This process is a challenge for any HR department because they have to establish recruitment objectives first. But what is effective recruitment? According to Fletcher (2011) "the ability to effectively recruit and select good quality people stems from an organizational effort to hire the best people." This

research concentrates on electronic recruitment (e-recruitment) because Social Networking Sites are a part of e-recruitment.

Pin et al. (2001) , Eisele (2006), Breaugh et al. (2008), Holm (2010) has discerned the most important characteristics of an effective (e-) recruitment process. These characteristics can be adapted to recruitment by Social Networking Sites, because there is a lack of literature about criteria for an effective recruitment process by Social Networking Sites. Social Networking Sites are a relatively new topic and therefore, the findings of the literature on e-recruitment are the basis for the assumptions in this study.

Eisele (2006) focuses on the potential of e-recruitments are reduction of costs, speed (time to hire), increasing number and quality of applicants and matching quality (target group-oriented). A. Holm (2010) Faster explains the benefits of e-recruitment are information exchange, lower costs of advertising, data accessibility and availability, cost reduction of communications and improved organizational attraction. Holm (2008) also describes of advantages of e-recruitment are cost reduction per hire, reduction of the recruiting -process (time), global distribution, presence of information for any length of time, interactivity and target-group-oriented. J.A. Breaugh and M. Starke (2008) states the recruitment objectives are retention rate, job performance and job satisfaction, psychological contract fulfilled, cost/speed of filling jobs, number of positions filled, diversity of hires, number of applicants, and quality/diversity of applicants and ratio of offers to acceptance. Last but not least Pin et al. (2001) explains the advantages of e-recruitment are faster posting of jobs and applicant response faster processing of resume, lower recruiting costs, time saving, 24 hrs a day, 7 days a week online, global access/access to passive candidates, image of being up-to-date and modern, target-group-oriented, screening out of Under-qualified candidates and more opportunities for smaller companies.

In early days of using web-based technologies for recruitment, three main advantages of using the Internet were found. First, they investigate the international distribution with a global orientation as an advantage of the Internet. Second, the interactive character of the Internet offers organizations new possibilities for interacting with applicants and third, the innovative and modern image of the Internet can be adapted to organizations and will lead to a better reputation of the respective organization. Lee (2005), who has studied e-recruitment of Fortune 100

companies, found out that e - recruitment has changed the recruitment process and has become much more important for organizations during the recent years. Previous research concludes that the use of ICT has an influence on recruitment in organizations (Singh & Finn, 2003). Generally, e-recruitment can lead to a more effective recruitment procedure, because recruiters are able to perform their recruitment tasks more efficiently and have a noticeable effect on the overall recruitment process (Holm, 2010). According to Lievens & Harris (2003), Internet recruitment is based on five assumptions compared to traditional methods.

The study emphasis in Internet recruitment lies on attracting candidates in order to assure candidates to apply for accept job offers of an organization. A further, an assumption of Lievens & Harris (2003) is that the Internet makes it possible for candidates to react easier and quicker to a job posting. In the past, applicants have had to search more intensively for a job and it was a more time consuming procedure. In addition, the Internet helps organizations to spread more information in a dynamic environment. Therefore, candidates can get information much more easily. According to Lievens and Harris (2003, p.4), "effective Internet recruitment programs will encourage applicants to apply and return to the web site each time they search for a new job." Therefore, applicants can be stimulated to return to a web site again if the web site is designed attractively. Aside from these four assumptions, another important assumption is that Internet recruitment is cheaper than traditional recruitment approaches. The recruitment cost may be reduced by as much as 25% (Cober et al., 2001). Today, many people are searching jobs via the Internet and it offers for organizations new possibilities, a global search for candidates, background information about the respective applicant and, moreover, accelerates communication with respective applicants.

E-recruitment offers a lot of advantages for recruiters, but it has been seen critically as well. Barber (2006) discussed the challenges of online recruitment and pointed out that the loss of personal touch is a danger. Pin et al. (2001) asked HR professionals about this in their study and 50% of the respondents agree with the statement that recruiters disregard the personal contact or the building up relationships with the candidates. Following Pin et al. (2001), the lack of human touch is also a pitfall of e-recruitment. As a consequence, qualified candidates can be eliminated by the procedure. In the study of Pin et al. (2001), 34% of HR professionals see a discrimination

against people who do not surf the Internet. According to Maurer & Lui (2007), the type of job determines whether e-recruitment is suitable or not. They argue that low-skilled positions do not benefit from e-recruitment. Regarding Carlson et al. (2002), e-recruitment can generate a high quantity of applications which seems to outline an advantage of e-recruitment, but can lead to an overwhelming and time consuming procedure as well. Therefore, companies have to take these disadvantages into consideration when they are planning e-recruitment practices.

Social Networking Sites and recruitment

Social Networking Sites have attracted millions of users all over the world and have attracted the attention of organizations who plan to use them for their daily business. Kaplan and Haenlein (2009, p.63) define Social Networking Sites as "applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other."

Facebook and LinkedIn are examples of Social Networking Sites which are used for different things like messaging, presenting, sharing photos and so forth. The nature of these connections may vary from site to site. This study focuses on Social Networking Sites regarding recruitment. The following paragraph describes Social Networking Sites and their advantages and disadvantags for recruitment in detail. Social Networking Sites have become extremely popular in recent years. In January 2010, Martin Giles states that "It is a world of connections", which put an emphasis on the fast growing phenomena of the Social Networking Sites in the last few years (Giles, 2010, p. 1). Social Networking Sites have implemented a variety of technical features and enable users to connect to their friends and share videos, photos and texts with them, twenty-four hours around-the-clock. The concept of Social Networking Sites is a topical subject and represents a revolutionary new trend in companies. Besides, they use it for branding or marketing research (Kaplan & Haenlein, 2010). boyd and Ellison (2007, p.2) define Social Networking Sites as "web-based services that a low individuals to (1) construct a public or semi-public profile within a bonded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within

the system". Numerous sites exist today and employers have begun to use these sites for hiring decisions (Kluemper & Rosen 2009). The sites become more important regarding companies and their Human Resource Management, especially in the communication with potential job applicants.

LinkedIn and Facebook are the most important Social Networking Sites in world. The Social Networking Sites can be distinguished between business-oriented sites and social-oriented sites. Business-oriented networking sites allow applicants to interact with one another through business-oriented information, endorsements, testimonials and reputations. Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to a member´s religion and sexual orientation, and are shared with their friends and the extended community online (O´Morchu et al., 2004). The most important Business-Oriented networking site is LinkedIn. LinkedIn is world's largest professional network, over 75 million members on it; it connects people to contact a broader network of professionals. LinkedIn build up a network of direct connections and the connections of each of their connections and can be used for finding jobs or businesses and used for establishing international contacts (LinkedIn, 2010). The most important Social-Oriented networking site is Facebook. Facebook founded in 2004 and has more than 500 million active users, about 50% of them log on to Facebook every day (Facebook, 2010). Facebook dominant global Social Networking Site (Smith/Kidder, 2010). People can communicate with their friends, families and co-workers. It offers features that recruiters can use to find candidates who are matching their vacancies (Eldon, 2009).

Research model

According to the theoretical background, Social Networking Sites have already entered the recruitment landscape and become an important topic in HR departments. The sites, business-oriented or social-oriented networking sites, are characterized by different qualities. The chosen qualities of the sites are ease of navigation, security/privacy, information quality, popularity among applicants and networking scope. In this study, the effect of these qualities on effective recruitment is tested. Designing an effective recruitment process for attracting the best candidates represents an

enormous challenge for organizations. The selected characteristics costs, time, target-group orientation, quality of applicants/applications and diversity of applicants characterize effective recruitment. Generally, very little research has been conducted on this subject as a whole. Hence, this study is pioneering and helping to find an answer for the main research question: To what extent does the use of Social Networking Sites lead to effective recruitment?

Social Networking Sites are a part of e-recruitment and therefore, it can be assumed that the use of Social Networking Sites can have a positive influence on recruitment. Consequently, the following hypotheses have been established.

Hypothesis 1: There is a direct and strong relationship between qualities of Social Networking Sites and effective recruitment.

Hypothesis 2: This relationship is moderated by the type of Social Networking Sites: recruitment is more effective if it relies on business-oriented sites.

The nature of the questionnaire is quantitative and the standardization of the data collection represents strength of survey research (Babbie, 2007). A standardized questionnaire makes it easier to analyze the data and to draw results. The data was gathered by the returned questionnaires and was analyzed by making use of the program SPSS (Statistical package for the social sciences).

Before the respondents filled in the questionnaire, a pretest was being conducted in order to avoid errors (Babbie, 2007). A protection against errors like unclear questions or vague statements is to pretest the questionnaire. The objective of a pretest is to detect these unclear questions and statements and also, to enhance the content validity of the instrument. In order to improve the content validity, the pretest method of Hinkin (1989) is used. Content validity "refers to how much a measure covers the range of meanings included within a concept" (Babbie, 2007, p. 147). The participants are given the tasks of matching the items to the variables. For instance, the item "The use of Social Networking Sites is easy to learn" belongs to the variable "Ease of navigation". According to Hinkin (1989), 75% of the participants have to assign the items to the right variable. Further, is it advisable to test the items again with another order of the items. Thereby, the accuracy of the process can be maximized.

To test the hypothesis the meanings of all variables have to be operationalized (Babbie, 2007). The following table shows an overview of the construct, the definitions and the variables of the tested model.

Table 1: Operationalization table

Construct (Definition) 1st order construct	Variables 2nd order construct
Social Networking Sites A Social Networking Site essentially consists of a representation of each user, his/her social links and a variety of additional services. Generally, Social Networking Sites are web based and provide various ways for users to interact over the Internet via e-mail and instant messaging services. (Malita et al. 2010)	**a. Social Networking Sites for recruitment** Social Networking Sites, which companies use for employee recruitment. (Own definition) **b. Business-oriented networking sites** Business-oriented networking sites allow applicants to interact with one another through business oriented information, endorsements, testimonials and reputations. **c. Social-oriented networking sites** **(Social Communities)** Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to members` religion and sexual orientation, and are shared with their friends and the extended community online. Some sites allow viewing of a reduced profile by anyone.
Usage frequency	**Usage frequency of Social**

Usage frequency is the number of usage within a given time period. (Own definition)	**Networking Sites** The number of usage (in percent) of the respective Social Networking Site within a given time period.
Social-oriented networking sites Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to members' religion and sexual orientation, and are shared with their friends and the extended community online. Some sites allow viewing of a reduced profile by anyone. (O'Morchu et al., 2004)	**Facebook** Facebook was founded in 2004 and has more than 500 million active users and about 50% of them log on to Facebook every day. Facebook helps people communicate more efficiently with their friends, families and coworkers.
1. Information quality Information quality is the quality of the information that the system produces and delivers. It is characterized by delivering relevant, updated information and easy-to-understand information. (Lee/Kozar 2006)	**a.** Believability the quality of being believable or trustworthy **b.** Completeness the state of being complete and entire; having everything that is needed **c.** Relevance the relation of something to the matter at hand **d.** Up-to-date (timeliness) Informed of or reflecting the latest information or changes **e.** Easy-to-understand (clearness) free from obscurity and easy to understand; the comprehensibility of clear expression **f.** Amount of information

	Quantity of the required information (Own definition)
2. Popularity among applicants Popularity among applicants is the degree of publicity of the Social Networking Site among the target group, the respective applicants. (Own definition)	**a. Registered Users** A registered user is one who uses a program or a website and provides his credentials, effectively proving his identity. **b. Reputation** Reputation is the beliefs or opinion that is generally held about someone or something. (Oxford Dictionaries) Here, the reputation of a company amon respective applicants.
3. Networking scope Networking scope is the scope of the web of the social relationships and the number of people that is expected to be involved in this network. (Own definition)	**a. Connections** People with whom one has social or professional contact or to whom one is related, especially those with influence and able to offer one help. (Oxford Dictionaries) **b. Network effect** The phenomenon whereby a service becomes more valuable as more people use it, thereby encouraging ever-increasing numbers of adopters.
4. Ease of navigation Ease of navigation means that a site contains functions that help customers (users) find what they need without difficulty, possesses a good search engine, and allows the	**a. Ease of use** Ease of use refers to the property of a product or thing that a user can operate without having to overcome a steep learning curve. **b. Usefulness/Usability**

customer (user) to manoeuver easily and quickly back and forth through the pages	The extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency and satisfaction in a specified context of use.
5. Security/privacy Security/privacy involves the degree to which the customer (user) believes the site is safe from intrusion and personal information is protected	**a. Improper Access** Concern that data about individuals are readily available to people not properly authorized to view or work with this data. (Smith et al., 1996) **b. Unauthorized Secondary Use** Concern that information is collected from individuals for one purpose is used for another, secondary purpose (internally within a single organisation or an external party) without authorization from the individuals. (Smith et al., 1996)
6. Effective recruitment Recruitment is described as "the set of activities and processes used legally to obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own best short and long term interests." Effectiveness is the extent to which an activity fulfils its intended purpose or function. Therefore, effective recruitment contains the most	Effective recruitment includes the following variables. **a.** More diversity of applicants **b**. Higher quality of applicants **c.** Costs **d.** Time **e.** Target group orientation

effective set of activities and processes used to obtain a sufficient number of qualified people at the right place and time so that the applicants and the organization can select each other in their own best short and long term interests.	
7. Diversity of applicants A wide range of abilities, experience, knowledge, and strengths due to its heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, sex, and other attributes.	**a.** Applicants have different background regarding their education and experiences. **b.** 10. 2 National applicants **c.** 10. 3 Regional applicants **d.** 10. 4 Applicants from other parts of Germany **e.** 10. 5 International applicants
8. Quality of applicants/applications Applicant quality scores estimate each applicant's position in the distribution of performance potential for a given position.	**a. Number of qualified applicants** More qualified applicants, the number of qualified applicants has increased. **b. Quality of applications/applications** Quality of the incoming applications. (Own definitions)
9. Costs Costs savings-decision or action that will result in fulfilment of the objectives of a purchase, at a cost lower than the historical cost or the projected cost.	**a. HR-marketing costs** The HR-marketing costs which include all HR marketing activities for example job advertisement. **b. General recruitment costs** General recruitment costs have decreased.

	c. Costs-per-hire The formula for cost-per-hire: total cost of recruitment and selection process divided by the number of hiresmade (Thaler-Carter, 1997)
10. Time Time savings- shortening the length of time required for an operation, activity, etc.	**a. Time-to hire** Usually measured in days, time to hire broadly reflects the total elapsed time required to staff an open position. (Hunt, 2004) **b. Time of the applicant administration** Administration time has decreased. **c. Time for advertisement** Time for advertisement has decreased. (Own definitions)
11. Target group orientation Target-group oriented recruitment ensures that the message reaches the right target group regarding their qualifications for a vacancy. (Own definition)	**a. Availability of the target group** The availability of the target group via social networking sites. **b. Tailored job advertisements** The job advertisements are tailored to the needs of the target groups. **c. Matching quality of applicants** The matching quality of the applicants is the extent to which an applicant matches with the job characteristic of the respective vacancy. (Own

	definitions)

The type of research is quantitative and the research is conducted by making use of an online/fax survey. Using a survey has the benefit of allowing the collection of a large amount of data from a sizable population. Therefore, applying a survey in order to ask different Middle East companies, focused on Social Networking Sites and recruitment, is the most suitable solution for this research. According to Broekhuizen (2005), the large number of items which can be measured in a survey is a great advantage for the analysis of data. Consequently, the findings reflect the opinion of a large number of companies and their experiences with Social Networking Sites and effective recruitment. The questionnaire was answered by Middle East participants. The questionnaire consists of different parts: general questions about the organization, Human Resources, quality of Social Networking Sites and recruitment supported by Social Networking Sites and is comprises different types of questions. The majority of questions are based on a 5-point Likert Scale[2] in order to reflect the opinion of the respondents calculation and reporting of the Cronbach`s alpha coefficient is essential in order to prove the internal consistency reliability for the Likert-type Scale. The following table shows the Cronbach`s alpha coefficient of the construct (measured by an 5-point Likert Scale whereby 1=strongly agree and 5=strongly disagree).

Table 2: Cronbach`s alpha, Reliability analysis

Construct	Number of Items	Cronbach s Alpha
Diversity of applicants	5	.91
Quality of applicants/applications	4	.89
Costs	3	.93
Time	3	.85
Target group orientation	3	.85

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[2] Likert Scale: A type of composite measure developed by Renis Likert in an attempt to improve the levels of measurement in social research through the use of standardized response categories in survey questionnaires to determine the relative intensity of different items (Babbie, 2007, p. 171)

Information Quality	6	,73
Popularity	3	,73
Networking scope	4	,70
Ease of Navigation	3	,79[7]
Privacy/Security	4	,74

When analysing the relationship between Social Networking Sites and effective recruitment, it becomes obvious that there are significant relationships. First, the construct is tested on correlations between the antecedents and outcomes. Table 3 shows the Cronbach`s alpha, Mean, Standard Deviation and the Pearson`s correlations. The results are based on the data of Middle East organizations which are using Social Networking Sites for their recruitment (n=76). The SPSS Output can be found in table 3 and table 4 below.

Table 3: Correlation Matrix

	Diversity of applicants	Quality of applicants / applications	Costs	Time	Target group orientation
Information quality about Pearson Correlation	,015	,029	,015	,238[*]	,123
applicants Sig. (1-tailed)	,450	,402	,450	,019	,145
N	76	76	76	76	76
Popularity of Social Pearson Correlation	,031	-,072	,015	,025	,144
Networking Sites. Sig. (1-tailed)	,395	,267	,448	,416	,107

N	76	76	76	76	76
Networking Effect Pearson Correlation	,200[*]	,143	,062	,224[*]	,467[**]
Sig. (1-tailed)	,041	,109	,297	,026	,000
N	76	76	76	76	76
Ease of Navigation Pearson Correlation	,219[*]	,161	,080	,050	,261[*]
Sig. (1-tailed)	,029	,083	,247	,335	,011
N	76	76	76	76	76
Privacy/Security Pearson Correlation	,408[**]	,192[*]	,073	,063	,163
Sig. (1-tailed)	,000	,048	,266	,295	,080
N	76	76	76	76	76
Diversity of applicants Pearson Correlation	1,000	,561[**]	,370[**]	,485[**]	,489[**]
Sig. (1-tailed)		,000	,001	,000	,000
N	76,000	76	76	76	76
Quality of Pearson Correlation	,561[**]	1,000	,535[**]	,539[**]	,587[**]
applicants/applications Sig. (1-tailed)	,000		,000	,000	,000
N	76	76,000	76	76	76
Costs Pearson Correlation	,370[**]	,535[**]	1,000	,635[**]	,497[**]

Sig. (1-tailed)	,001	,000		,000	,000
N	76	76	76,000	76	76
Time Pearson Correlation	,485**	,539**	,635**	1,000	,544**
Sig. (1-tailed)	,000	,000	,000		,000
N	76	76	76	76,000	76
Target group orientation Pearson Correlation	,489**	,587**	,497**	,544**	1,000
Sig. (1-tailed)	,000	,000	,000	,000	
N	76	76	76	76	76,000

Table 4: Correlation matrix of the construct

Variables	α	Mean	SD	1	2	3	4	5. 6.		7	8. 9.	10
1. Diversity of applicants	0.91	3.31	0.88	1								
2. Quality of	0.89	3.39	0.84	.56**	1							
3. Costs	0.93	3.59	1.11	.37**	.54*	1						
4. Time	0.85	3.66	0.92	.49**	.54*	.64*	1					
5. Target	0.85	2.73	0.94	.49**	.59*	.50*	.54*	1				
6. Infor	0.73	2.62	0.53	0.02	0.03	0.02	.24*	0.12	1			
7. Popularity among appli	0.73	1.88	0.73	0.03	0.07	0.01	0.03	0.14	0.04	1		

cants											
8. Netw	0.78	2.22	0.68	.20*	0.14	0.06	.22*	.47**	0.16	.52**	1	
9. Ease of navig ation	0.70 / 10	1.93	0.6	.22*	0.16	0.08	0.05	.26*	0.08	.27*	.53**	1
10. Priva cy/ Secur ity	0.74	2.49	0.88	.49**	.19*	0.07	0.06	0.16	0.05	0.12	0.189	0.1

** Correlation is significant at the 0.01 level (1-tailed). * Correlation is significant at the 0.05 level (1-tailed).

The key objective of the research is to expand the knowledge about recruitment and the role of Social Networking Site. The main research question is: To what extent does the use of Social Networking Sites lead to effective recruitment?

In order to answer this question, two main hypotheses were established and tested.

Hypothesis 1: "There is a direct and strong relationship between qualities of Social Networking Sites and effective recruitment."

As s first step for testing hypothesis 1, a factor analysis was conducted in order to find out if the number of variables can be reduced to a smaller number of factors and make the model easier to understand.

Table 5: Factor analysis of the dependent variable "effective recruitment"

Component Matrix	Component 1
Diversity of applicants	.73
Quality of applicants/applications	.82
Quality of applicants/applications	.82/.77
Time	.81
Target group orientation	.79
Cronbach`s alpha	.84

Table 5 illustrates the outcome of the factor analysis shows that the five dimensions of effective recruitment (outcome variable) are strongly related to each other. Consequently, there are correlations between the dimensions. As a further consequence, the diversity of applicants, the quality of applicants/applications, costs, time and target group orientation can be summed up into effective recruitment as one variable for testing the model in order to gain a first overview over the relationships.

Table 6: Regression analysis dependent variable "effective recruitment"

Independent variable	ß	t	Sig.(two tailed)
Networking scope	0.3	2.44	0.02
Excluded independent variables	ß	t	Sig.(two tailed)
Information quality	0.06	0.55	0.58
Popularity of Social Networking Sites	-0.1	-1.1	0.28
Ease of navigation	0.07	0.49	0.62
Privacy/Security	0.17	1.54	0.13
R²	0.07		

Table 6 illustrates which factor can be named as most important for affecting effective recruitment as a whole. In this analysis, the only significant effect has the networking scope of Social Networking Sites on effective recruitment (ß=.30; t=1.80, p<0.05).

Hypothesis 2: "This relationship is moderated by the type of Social Networking Sites: recruitment is more effective if it relies on business-oriented sites."

Respondents have chosen a type of site, business-oriented or social-oriented networking site, which they use for their recruitment. Most of the companies make use of business-oriented sites like LinkedIn. Therefore, for testing hypothesis 2, a multivariate regression analysis was conducted in

which only business-oriented sites were selected (n=63). Table 7 shows the outcome of this analysis.

Table 7: Regression analysis of the dependent variable "effective recruitment" (n=63)

Independent variables	ß	t	Sig. (two tailed)	Sig. (one tailed)
Information quality	0.28	1.53	0.13	
Popularity of Social	-0.13	-0.88	0.38	
Networking Sites	0.37	1.89	0.06	0.03
Networking scope	-0.12	-0.59	0.56	
Ease of navigation	0.15	1.46	0.15	
Privacy/Security				
R²	0.41			

Table 7 illustrates that 41% of the variance of effective recruitment is explained by the variability of the five independent variables: information quality, popularity, networking scope, ease of navigation and privacy/security. There is a significant relationship between networking scope (ß=.37; t=1.89; p~0.05, one tailed) of Social Networking Sites and effective recruitment. Only 17% of the companies make use of social-oriented sites (Social Communities) like Facebook for their recruitment. The distribution of the respective sample is unevenly distributed (business-oriented sites, n=63 and social-oriented sites, n=13) and the sample size of social-oriented sites (n=13) is rather small. As mentioned before, networking scope of the Social Networking Sites affects effective recruitment.

Conclusions

The key objective of the research is to expand the knowledge about Social Networking Sites and recruitment. In order to achieve this objective, a survey was conducted in HR departments of Middle East companies which to give an answer to this question. In conclusion, the results show that the role of Social Networking Sites in recruitment becomes much more important and is an upcoming topic in Middle East companies. At this point

in time, it is in the fledgling stage, but the outcomes indicate a trend to use Social Networking Sites for recruitment. HR departments make tentative steps and first experiences with these sites. Most of the companies questioned make use of the business-oriented networking site LinkedIn. At the moment, HR departments do not spend much recruitment time on Social Networking Sites. Furthermore, it becomes obvious that in order to find the right employees to fill their vacancies, recruiters profit from the networking scope of these sites. The networking scope of the site is the strongest predicting factor for effective recruitment, in particular for the target group orientation. Another interesting finding is that costs are not affected. Companies have recently started using Social Networking Sites for their recruitment and there is a need for more knowledge about it.

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