Md Sajjad Hosain

Business School, Sichuan University,

Sichuan, China

sajjad_hosain@yahoo.com

ORCID ID: 0000-0002-6086-0067

Ping Liu

Business School, Sichuan University,

Sichuan, China

liuliple@163.com

ORCID ID: 0000-0002-6086-0056

The Role of Social Media on Talent Search and Acquisition: Evidence from Contemporary Literature

ABSTRACT

Objective: The main objective of this paper is to explore/investigate the role of social media in searching and acquiring the talented employees and the appropriate rationales behind and ways of using the social media for such purposes with due advantages and risks involved.

Methodology: This paper uses the literatures published from 2010 to 2019 to highlight the research on social media influence on searching talent for organizations. For due purpose, Scopus and ResearchGate databases have been utilized to search the papers using the keywords such as social media, social networking sites, online recruitment & selection, candidate screening, hiring, human resources management and talent search.

Findings: Although social media is getting popular among employers, they are not utilizing this platform as the main rather as secondary sources. LinkedIn is the most preferred source among the employers for searching and acquiring talents.

Value Added: The paper is expected to contribute to the existing literature through an in-depth literature survey as well provide some proper guidelines for the HR professionals to conduct efficient search and recruitment.

Recommendations: The authors have provided some action recommendations based on the literature survey such as (a) the recruiters should make proper reliability and validity tests of the information collected through social media, (b) organizations that intends to use social media information need to develop a proper and transparent social media policy and user codes of conduct, (c) the codes of conducts should be linked to the training manual of the HR professionals who involve in talent search and acquisition, (d) organizations should use social media for searching talents more than screening/selecting, (e) social media should be used as a secondary instrument rather than the sole one; and (f) organizations/hiring professionals should focus only on job related information and professional social media (such as LinkedIn).

Key words: social media, social media recruitment, hiring professional, organization, human resources, recruitment & selection

JEL Codes: J23 Labor demand, **L86** Information and internet services

1. Introduction

The modern organizations have been transformed into digitally intercon-nected and streamlined networks from the traditional time consuming and boring manual operations. The latest addition in this digitalization process is the inclusion of using social media in different areas of business such as marketing, operations, advertising, communicating and so on. Particularly in the areas of HR, social media is getting popularity from the inception of 2000s. The practice of using social media such as Facebook, LinkedIn, Twitter for hiring purposes is getting more and more popular among the hiring profes-sionals. However, the questions have risen whether the social media is truly dependable for screening and selecting employees? If yes, how they should be utilized keeping the purpose of organizations served and satisfying the

candidates? What might be the consequences if that social media utilization is not appropriate? There are many more related questions which are yet to be answered. As still today, the academic literatures and organizational guidelines are not adequate in this area, there is a lack of transparent and satisfactory replies for all the questions raised above.

In a study conducted by Statista (2015), it was revealed that one in every four people has a Facebook account. Therefore, it is not surprising why social media are getting so popular among the organizations to serve their own purpose or as a source of massive information. Although, social media can serve as the source of searching talents by providing necessary information, such use might also pose some hidden, potential risks such as misuse of information, legal and ethical considerations, as well as candidates' perception of privacy, fairness and ethics.

Social networks such as LinkedIn, Face book, Twitter, and Google+ can supply recruiters a vast collection of information about potential candidates. Many large companies with strong and active web presence constructed their brand not only on their own corporate website, but also on these social media sites providing a widespread reach whereby companies can additionally share information about their businesses and the available job opportunities with interested job seekers. Many of these firms using social media by including special job posting pages which make it easier for the tentative applicants to locate those jobs that interest them. Thus, social media is helping in making a potential bridge between candidates and recruiters.

More recently, corporate social media pages have proved to be effectual advertising media with several benefits over conventional job advertising media. As the unemployment rate is high in many countries due to various reasons, majority of job seekers today have at least one social network profile. Today employers definitely turn to social media for recruitment as they understood that they can reach a larger number of skilled job seekers. However, it is an elementary idea that all those who involved in this electronic world and particularly, those who intensively use and utilize social media are

fully conscious of the risks and benefits of such exposure (Melanthiou et al., 2015). In fact, a more methodical exploration of the benefits and pitfalls of social recruitment and the role of social media during the hiring process will discard some light on the reasons behind why companies choose to or not to utilize, this contemporary method of employee search.

2. Literature survey

The origin of human resource management (HRM) has its ancestry dates back to 1800s resulting from Robert Owens' development of "welfare to work" which called for the requirement of improving the working atmosphere for staffs (Deadrick & Stone, 2014). Between 1900 to 1970s, HRM widened encircling the age of Fredrick Taylor that emphasized to increase production efficiency. Throughout this phase, HRM was evident as related to relationship movement. The primary theory behind HRM was largely connected to the welfare, safety, and psychology movements (Kaufman, 2014).

In fact, HRM in current period, it is established and accepted as combination of approaches that significantly increase the success of overall business. Human resources management is currently defined as policies, processes, and systems concerning the inclusion of employee performance to the overall company strategy (Noe et al., 2014). The sub-functions of HRM include recruiting & selection, training and development, performance appraisal, reward systems, and compensation & benefit, even preparing and executing manpower policy. One of the important functions of HRM is to search and recruit the talented workforce for appropriate organizational positions to fill in. Recruiting objectives differ from the filling empty positions, type of candidates required, and time required to fill each and every position. Recruiting strategy of an organization consists of whom, where, and how to recruit. The subsequent steps include the authentic recruitment activities and the results in comparison to the objectives.

2.1 Recruitment

With the overall HRM expansion in terms of extents and topics, the particular aspect of recruiting and its subsequent procedures of screening and selecting have evolved as well. For example, from the 1950s to 1980s approximately 75% of applicants were connected through newspaper advertisements (Hebberd, 2017). At the end of the 19th century, a number of web-based recruiting sites such as careerbuiler.com, hotjobs.com, and monster.com were launched creating the pathway for online job seekers tremendously which increased from 6% in 2002 to 96% in 2006 (Hebberd, 2017). The contemporary level of recruiting mostly comprises of internet, which has become the top source for recruiting till 2012; including more than 90% of employers using SNS for screening purposes and 97% of recruiters use LinkedIn for hiring purposes (Hebberd, 2017). The digital age in organizations should be included with attention leading to the need to notify employers of the diverse aspects of the incorporation of the internet sites (including social media) used in the recruiting, screening, and selecting processes (Villeda & McCamey, 2019).

Any organization utilizing social media as part of their recruitment attempt should consider the general consequences on the organization and its hiring strategy. With the amplification in global competitive rivalry, organizational effectiveness is determined by its ability to attract talented personnel. As an element of the fundamental attainment of human capital, HR hiring officers must successfully complete the procedure of recruiting and selecting upcoming competent human resources. Recruitment and selection are two complicated functions in which organizations look for prospective employees who match the organization's requirements. Recruiting is simply a process of attracting talented job candidates to a company (Lussier, 2015). Selection is the process of choosing the best-qualified candidate from the pool of recruited applicants (Lussier, 2015). It is the first step of hiring a candidate where the organization should be extremely cautious and selective in finding the right future working partners for organizations.

2.2 Selection

The second step of hiring is selection that can be termed as the process of choosing the best-qualified candidate from the pool of recruited applicants (Lussier, 2015). During this process, there is an appraisal to decide applicants' work-related knowledge, skills and abilities (ISO 30405: 2016), as well as the hard and soft skills. Another important part of selection is candidate screening defined as the procedure of reviewing applicants' strengths and weaknesses, in order to make an adequate selection decision. The conventional screening process focuses on a person-job fit (person and organization fit) defined as the knowledge, skills, and abilities (also known as KSAs) job applicant that develop the potentiality of sufficiently performing a job. The technique used in selecting applicants differs depending on the nature of job and organization's culture.

In practice, the selection process begins with an evaluation or testing the information presented on a resume/CV and focusing on the visual form of the resume including legibility, professionalism etc. The screening process continues with a search for contradictory information, asymmetrical employment record and complementary clues that might indicate a certain applicant is well matched (or not) for the job opening. After the initial resume screening, top matched candidates who best fit with the job requirement are selected for an interview or some other standardized tests depending on the organizational hiring policy. Even those tests should not be used as exclusive screening tools; they can provide objective information about the job candidate. On the other hand, Youngman (2017) reported that the validity of personality tests is still inconclusive. According to him such tests should be used with utmost caution recommending for employers to control a test that has been validated with the procedures indicated by the Equal Employment Opportunity Commission. Moreover, any identical tests used must be pertinent to job qualification, administered, and recorded consistently for all job candidates in order to reduce the discrimination suit by the job applicants.

These are merely several most common conventional measures used in the recruiting, screening and selecting process. Employers (HR) should and can acclimatize this process to their specific needs according to the specific job requirements or company policies. Further argument is that although traditional methods of hiring have been successful for many years, they are not free from limitations that could lead employers to look for additional methods. For instance, time to announce a job opening with conventional methods takes time; whereas, by using a web-based platform to recruit can automatically inform hundreds of potential applicants immediately about a vacancy leading the process of hiring to become for efficient. Furthermore, some conventional methods overlook to think applicants' time availability that can be overcome if job opportunities are posted on the web and applicants are able to get the ideas of jobs and apply on their own convenient time.

2.3 Social media

In many previous papers "social media" and "social networking sites" were used interchangeably, each of them carries a specific meaning. Social media is powered by Web 2.0 allowing the connections among individuals through industrial devices; therefore, social networking sites, social shopping, social playing, and social positioning are all elements of social media (Haag & Cummings, 2013). On the other hand, social networking sites (SNS) are those online platforms in which individuals can mechanically produce an account, acquire friends, and share information (Haag & Cummings, 2013). These social media accounts are very familiar now not only for individuals but also many organizations are using them as a platform of advertising and for other different purposes like job advertising, online selling platforms etc. It has been anticipated that as of 2013, U.S. companies paid over $5 billion for social media advertisements, and by 2018, that number was predicted to increase up to $15 billion (Zhu & Chen, 2015). The first social media site was launched in 1997 with the creation of Sixdegrees.com that permitted users

to have a custom-made online profile and a list of friends. Later especially after 2004, many types of social networking sites have begun operation and till today, some of the most popular are Facebook, Twitter, and Linke-dln in terms of hiring tools.

2.4 Social media in hiring process: Literature survey

For numerous years, organizations have used jobsites such as Careerbuilder. com in their recruiting practice, leading to the attraction of job seekers from more than 100 career sources. According to Nessler (2014), Careerbuiler. com has been successfully reduced the cost per hire by 70% due to a decline in travel costs and has also reduced by 60% time taken for employers in hiring. Electronic recruiting is the blend of the Web with the process of recruiting human capital (Melanthiou et al., 2015). Companies now have their own social media pages for recruiting job applicants (Melanthiou et al., 2015). For example, companies are now creating and opening their own Facebook pages and using those pages as advertisement tools to assist getting talent (Andrews, 2012). Moreover, there is a boost in social media usage by HR professionals with the intending to find 'elaborate job applicant information', and to screen and select the best-suited applicants (Brown & Vaughn, 2011). According to Facebook authority, a new feature is in progress that would assist companies to their direct job postings (Take the Work out of Hiring, 2017). In addition, according to Facebook's official webpage, job posts are now linked to the Facebook Business Page from where job seekers can see new jobs available through the Jobs bookmarks on Facebook or on the Marketplace (Job posting on Facebook, n.d.). Social media thus serve as a lead to forward followers (job seekers) to organizations' personal website where they can learn about job vacancies (Spellmann, 2018). Having such a substantial figure of account holders, recruiting through Facebook gives employers a much wider diversity of opportunities and challenges.

According to previous research, Facebook and LinkedIn are the most popular social media hiring sites (Melanthiou et al., 2015). According to a study performed by the Society of Human Resource Management (SHRM), on 541 HR specialists, 95% admitted that they use LinkedIn as a recruiting tool; while 58 % reported they use Facebook, and 42 % said that they use Twitter (Zide et al., 2014). An investigation aimed to HR managers to recognize what type of technology they were using in their department and for what reason, concluded that in North America technology was becoming more widespread for hiring job applicants especially mid-level staffing (Villeda & McCamey, 2019). Furthermore, although interviewers reported a higher quantity of job applicants, the quality was likely to stay unchanged or even lower. The use of social media for hiring varies in different countries depending on the availability of internet connection and the usage of social media. For example, 89% of the U.S. has access to the internet, 91% in Canada, 71% in China, 67% in Mexico, 39% in Kenya, and 25% in India (Pew Research Center, 2018). In addition, according to Pew Research Center (2018), wealthier counties such as U.S., Netherlands, Germany, Sweden, Australia, and Canada have a higher utilization of internet compared to developing countries such as India, Tanzania, Indonesia, Bangladesh, Kenya etc. Social media usage differs in different counties, for example, U.S (69%), Canada (68%), and Russia (66%) have higher usage compared to India (20%), Kenya (30%), and Indonesia (26%) (Pew Research Center, 2018). However, in recent years, developing counties are observing an increase in the use of internet and social media from 42% in 2013 to 64% in 2018 (regarding internet usage) and 34% from 2013 to 53% in 2018 (regarding SM usage) (Pew Research Center, 2018). Considering those statistics as the use of social media in hiring process, it is assumed to occur more likely in developed counties rather than developing ones. Therefore, the authors would like to raise the following research questions based on the literature survey.
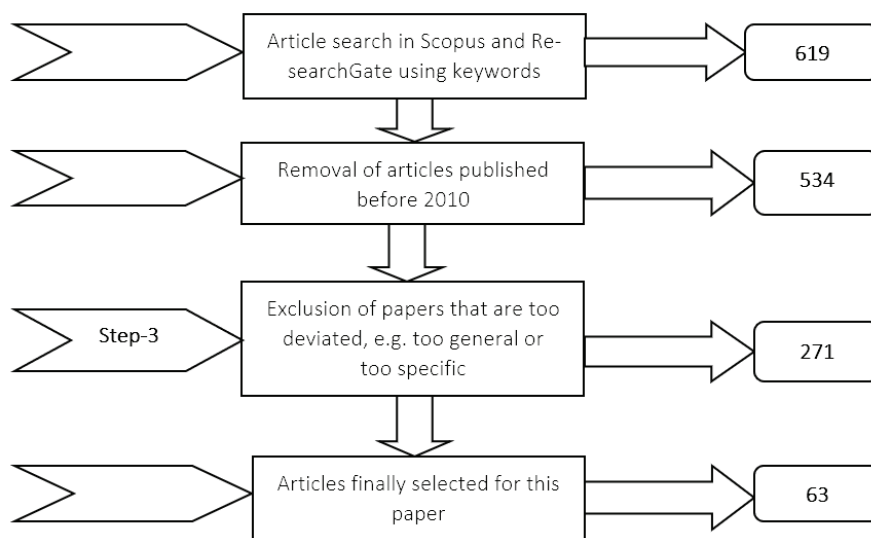
Research question 1: What is the role of social media in attracting and hiring talented candidates?

Research question 2: What are the motives and risks of using social media in searching and acquiring talents?

This paper uses the literature published from 2010 to 2019 to highlight the research on social media influence on searching talent for organizations. For the same purpose, Scopus and ResearchGate databases have been utilized to search the papers using the keywords social media, social networking sites, online recruitment & selection, candidate screening, hiring, human resources management and talent search. The motivations behind using those two research networks are that they are the leading search engines to get scientific articles. They provide meta- information and have the highest probability to be within the title, abstract and keywords. Although, Google Scholar is one of the largest storages of scientific and academic papers, I have not used that as it is very difficult to limit to search keywords within the items.

After the initial search with the keywords, 619 articles were detected. After removing the articles which were published before 2010, the number of papers stood to 434. Finally, those article were removed from consideration which did not include social media or social networking for hiring (recruitment & selection), rather the themes were too general or too specific such as online recruitment & selection, influence of social media in HRM, internet in HRM, branding through social media, social media background check, social media marketing etc. After final screening, the number of articles was 477. The filtering technique we used has been depicted on Figure 1. After that, the abstracts and information have been gone through and the titles, author name (s) and years of publication have been identified on Table 1:

Figure 1. Searching and filtering technique of literature

	Article search in Scopus and Re-searchGate using keywords	619
	Removal of articles published before 2010	534
Step-3	Exclusion of papers that are too deviated, e.g. too general or too specific	271
	Articles finally selected for this paper	63

Source: Authors' elaboration.

Table 1. Literatures selected for this paper

Author(s), Title and Publication Year	Contents/Findings	Source
Juusola, T. (2010). Recruitment & social networking: The future for international recruitment agency	A move towards executive search is an appropriate strategic position for IRA to adopt. However, that it is necessary to continue monitoring trends in the current economic, social and technological areas.	Thesis for Degree Program in International Business, Lahti University of Applied Sciences
Smith, W. P., & Kidder, D. L. (2010). You've been tagged! (Then again, maybe not): Employers and Facebook	Facebook's own policies suggest that an organization may face legal challenges if it considers an applicant's Facebook page as part of the selection process. Just as importantly, there are ethical issues—in particular, an individual's right to privacy—which must be considered. Organizations are encouraged to develop guidelines regarding the use of social networking sites in the application process, based on the practical, legal, and ethical issues covered.	Business Horizons, 53(5)

Abel, S. (2011). The role of social networking sites in recruitment: Results of a quantitative study among German companies	Facebook is defined as a social-oriented site, not often used for recruitment now, although companies predict that Facebook will gain more importance within the next three years.	Master Thesis, Business Administration Track: Human Resource Management, School of Management and Governance University of Twente
Davison et al. (2011). Friend or foe? The promise and pitfalls of using social networking sites for HR decisions	Many managers and HR practitioners are using social networking websites to make important HR decisions such as recruiting, selecting, and terminating individuals.	Journal of Business Psychology, 26
Dennis, C. M. (2011). Legal implications of employee social media use	The law relating to use of social media issues are still developing, but courts are likely to rely upon principles established well before the advent of social media. Employers must be cognizant of the risks inherent in the use of social media among their employees and the potential liability issues throughout the employment relationship, from pre-employment, to employment, to post-employment.	Massachusetts Law Review, 93(4)
Lory, B. E. H. (2011). Employer use of Facebook as a tool in pre-employment screening of applicants: Benefits and ethical, legal, and privacy implications	Using Facebook as a tool in the pre-employment screening of applicants can offer employers a fast and efficient way to get information about prospective employees that could preempt negligent hiring decisions.	Master of Arts Thesis, Organizational Leadership, St. Catherine University
Hoogen, E. (2012). The Role of social media in recruitment and selection processes	Organizations should actively recruit via SNSs, but not to use SNSs for checking a job applicant during the selection process.	BSc. Thesis, Management Studies & Education and Competence Studies, University of Rotterdam
Kluemper, et al. (2012). Social Networking Websites, Personality Ratings, and the Organizational Context: More That Meets the Eye?	SNWs may provide useful information for potential use in organizational research and practice, taking into consideration various legal and ethical issues.	Journal of Applied Social Psychology, 42(5)

Madera, J. M. (2012). Using social networking sites as a selection tool: The role of selection process fairness and job pursuit intentions	Perceived fairness and job pursuit intentions of applicants are lower for an organization that use social networking websites as a selection tool than an organization that does not use social networking websites as a selection tool.	International Journal of Hospitality Management, 31(4)
Slovensky, R., & Ross, W. H. (2012). Should human resource managers use social media to screen job applicants: Managerial and legal issues in the USA	Using SNWs to screen applicants offers benefits to organizations in the form of gaining a large amount of information about applicants, which may be used to supplement other information (e.g. a resume). It may also help a firm address "negligent hiring" legal concerns. However, other legal considerations as well as issues pertaining to information accuracy, privacy, and justice argue against using such information.	Info, 14(1)
Willey et al. (2012). Candidate screening, information technology and the law: Social media considerations	IT departments, human resources and legal counsel will increasingly need to work together to develop the organization's social media policies.	Issues in Information Systems, 13(1)
Broughton et al. (2013). The use of social media in the recruitment process	Social media in recruitment would make greater use of these types of tools in the future.	Prepared for Acas by Institute for Employment Studies
Fowler, K. M. (2013). Scanning social networking sites as part of hiring process	According to the screenshots taken from the applicants' Facebook profiles and rated five personality, it was found that there was no relationship between available information and hiring.	PhD Thesis, Faculty of the Graduate School, Angelo State University
Iddekinge et al. (2013). Social media for selection? Validity and adverse impact potential of a Facebook-based assessment	Facebook ratings did not contribute to the prediction of criteria such as job performance, turnover intentions and actual turnover beyond more traditional predictors, including cognitive ability, self-efficacy, and personality. Furthermore, there was evidence of subgroup difference in Facebook ratings that tended to favor female and white applicants.	Journal of Management
Pritchard, M. (2013). How social recruitment requires students to manage a responsible digital footprint	Considering the extensive internet usage of Generation Y students, it is imperative for cooperative and work integrated learning practices and programs to support students in cultivating a responsible digital footprint. It is recommended that sensitization commences at freshman (first year) orientation and that it extends to curriculum content, policies and campus awareness campaigns.	Refereed Discussion Paper, 18th WACE World Conference on Cooperative & Work Integrated Education, June 24 -27, 2013, Durban, South Africa.

Kluesner, K. E. (2013). Fairness perceptions of screening social networking sites for hiring decisions	Higher levels of privacy invasiveness and less serious levels of the legitimate business concerns found resulted in lower fairness perceptions indicating potential issues employers may encounter as they attempt to balance their legitimate business concerns with applicants' privacy concerns.	Thesis, Degree of Master of Arts in Industrial and Organizational Psychology, Middle Tennessee State University
Ollington et al. (2013). Online social networks: an emergent recruiter tool for attracting and screening	The connector role is identified as a specific attraction mechanism that recruiters use to create numerous weak ties, where some are so weak that they barely constitute ties at all. Branding, transparency and data specificity are three mechanisms recruiters use to strengthen these ties when performing the attracting and screening functions.	Personnel Review, 42(3)
Reicher, A. (2013). The background of our being: Internet background checks in the hiring process	At least, a fifth to a quarter of employers uses internet search engines or social networks to screen candidates at some point during the hiring process, suggesting a taxonomy of three different approaches to internet information gathering.	Berkeley Technology Law Journal, 28(1)
Roth et al. (2013). Social media in employee-selection-related decisions: A research agenda for uncharted territory	Organizational practice has outpaced the scientific study of SM assessments in an area that has important consequences for individuals (e.g., being selected for work), organizations (e.g., successfully predicting job performance or withdrawal), and society (e.g., consequent adverse impact/diversity).	**Journal of Management, 20(10)**
Roulin, N., & Bangerter, A. (2013). Social networking websites in personnel selection: A signaling perspective on recruiters' and applicants' perceptions	Recruiters and potential applicants (students and graduates) both perceive professional SNWs (e.g., LinkedIn) as a potential antecedent of Person-Job fit information and personal SNWs (e.g., Facebook) as a potential antecedent of Person-Organization fit information. When evaluating the same SNW profile, recruiters and potential applicants focus on different sections of the profile (e.g., recruiters focus more on job-related information), but they tend to infer similar personality traits.	Personnel Psychology, 12(3)
Sameen, S., & Cornelius, S. (2013). Social networking sites and hiring: How social media profiles influence hiring decisions	LinkedIn is a widely used SNS for screening candidates and hiring professionals consider professional qualifications, organizational fit and communication skills to be the major determinants of selection or rejection of candidates.	Journal of Business Studies Quarterly, 7(1)

Stoughton et al. (2015). Examining applicant reactions to the use of social networking websites in pre-employment screening	Social networking website screening caused applicants to feel their privacy had been invaded which ultimately resulted in lower organizational attraction. Applicants low in agreeableness had the most adverse reactions to social networking website screening. Furthermore, screening again caused applicants to feel their privacy had been invaded, resulting in lower organizational attraction and increased intentions to litigate. The organization's positive/negative hiring decision did not moderate the relationship between screening and justice.	Journal of Business and Psychology
Tecassala, V. (2013). The use of social networking sites as a tool for employers in screening job candidates during the recruiting process: The ethical dilemma. Irish perspective	There is no specific legal restriction regarding the searching of candidate's information online as anything online is considered to be publicly accessible. However, there are some equality legislation in place to ensure that when employers or recruiters conduct such social networks checks on candidates, they do not interfere with candidate's right to privacy, neither their decision on not to hire the individual should be based on information found on social networking profile.	MSc. Thesis in Management, National College of Ireland
Lorenz, B. (2014). If I do not like your online profile, I will not hire you!	Companies require that their offices will search out information, ask around for background information or find other sources if they are not allowed to do that. This at the same time might be violating peoples' rights to privacy.	Conference Paper, Institute of Informatics, Tallinn University
Nikolaou, I. (2014). Social networking web sites in job search and employee recruitment	Job seekers still seem to use job boards more extensively than SNWs. The association between LinkedIn usage, its effectiveness, and time spent on SNWs and LinkedIn effectiveness, on the other, is stronger for 'passive' candidates, demonstrating the important role of SNWs for attracting 'passive' candidates. HR professionals are more engaged in LinkedIn than Facebook and were considering the former as more effective than the latter in the recruitment process.	International Journal of Selection and Assessment, 22(2)
Pike et al. (2014). Information from social networking sites: Context collapse and ambiguity in hiring process	Information from social networking sites can be useful, yet can create ambiguity for decision makers because of context collapse made possible in SNS technologies.	Information Systems Journal, 28
Zide et al. (2014). LinkedIn and recruitment: how profiles differ across occupations	There are significant differences with respect to ten of the LinkedIn variables in how people presented themselves across the three groups. There were also several gender differences found.	Employee Relations, 36(5)

Zhang, L. (2014). Legal and ethical implications of using social media in human resource management	Although there are many advantages in using social media networks to assist HR to select and filter job candidates, there are reasons for concerns.	International Journal of Innovation, 2(1)
Chiang, J. K. & Suen, H. (2015). Self-presentation and hiring recommendations in online communities: Lessons from LinkedIn	The recruiters make inferences about job seekers' person–job fit and person–organization fit based on argument quality in specific self-presentation categories, which in turn predict recruiters' intentions to recommend job seekers for hiring. Although certain specific categories of self-presentation offering source credibility have positive associations with person–person (P–P) fit perception, there is a non-significant relationship between perceived P–P fit and hiring recommendations.	Computers in Human Behavior, 48
Diglel, A. & Yazdanifard, R. (2015). The utilization of social networking websites by companies as a hiring tool; its effectiveness and reliability from the applicants and employer's perspective	There is a distinction between how users of social networking sites perceive the utility and purpose of social networking sites and how recruiters see the social networking sites. Users of Social networking sites utilizes them mostly for social networking purposes, while recruiters utilize these sites to accumulate character data about job seekers without the candidates perpetually comprehending what data was considered. Nevertheless, Social networks offer an intense apparatus for employers to achieve a pool of experienced individuals that they may not otherwise have the capacity to reach.	European Journal of Business and Social Sciences, 4(1)
Dinesh, M. & Kumar, M. K. R. (2015). Is social media a preferable source of recruitment? An employers' perspective with reference to IT sector in Bangalore	Social media sites carry with distinct advantage of enabling companies to reinvent themselves internally as well as externally	International Journal of Business and Administration Research Review, 2(11)
Drake, J. R. & Furner, C. (2015). Screening job candidates with social media: A manipulation of disclosure requests	A request for social media account logins reduces the trust in the employer, whereas collectivism, perceived privacy protection competence, and social media production increases trust in the employer.	Conference paper, Twenty-first Americas Conference on Information Systems, Puerto Rico, 2015

Hazelton, A. S. & Terhorst, A. (2015). Legal and ethical considerations for social media hiring practices in the workplace	It is crucial for both employers and employees to be on the same page with social networking policies and procedures. Educating employees regarding the established guidelines will help prevent any mishaps in the workplace. Becoming informed on the best practices, and then applying them will have a tremendous impact on the work environment.	The Hilltop Review, 7(2)
Melanthiou et al. (2015). The use of social network sites as an E-recruitment tool	The online recruitment method has a lot of benefits but also pitfalls of which recruiters should be aware. Furthermore, it seems that the contemporary practice of employee screening through social media can highly affect the hiring decision and legal implications are likely to arise with the wrong use of information. On the contrary, a well-designed system and strategic utilization of available information about potential candidates may significantly assist the recruitment of employees with the most suitable skills and competencies.	Journal of Transnational Management, 20
Jennifer, D. J. (2015). From due diligence to discrimination: employer use of social media vetting in the hiring process and potential liabilities	Since inherent risks of inaccuracy, misinterpretation, and lack of verifiable data on social media can compromise any screen, setting strict internet search procedures and consistent application, or otherwise hiring a third-party vendor, are optimal self-regulatory approaches for employers to both maintain business interests and prevent legal liabilities.	Loyola of Los Angeles Entertainment Law Review, 35
Kroeze, R. (2015). Recruitment via social media sites: A critical review and research agenda	Companies should try to develop policies regarding appropriate and inappropriate use of internet screening. If this is done properly, everybody in the company will know what the standards are that will help to limit the problems concerning social media recruitment. Companies could also conduct a risk-benefit analysis.	5th IBA Bachelor Thesis Conference, The Faculty of Behavioral, Management and Social Sciences, Enschede, University of Twente
Lewis et al. (2015). A critical analysis of the implementation of social networking as an e-recruitment tool within a security enterprise	Social networking can be effectively used as an e-recruitment tool as long as a traditional recruitment method is also used.	Cogent Business & Management, 2

Rana, G. (2015). Use of social media to find suitable applicants in the advertising industry	Numbers of people being hired through these medias are increasing everyday with increasing number of users and with different new platforms available. It can be assumed that use of social media will grow in future for recruitment in advertising agencies as well as other sectors. With appropriate choice of words and designs and good communication and interaction skills employers can establish themselves as a desired recruiter.	Degree Thesis, International Business, ARCADA
Schneider, T. J. (2015). Social networking sites and personnel selection: An initial validity assessment	If password is requested, 57.87% applicants would refuse the request, and would thus remove themselves from the applicant pool reducing the utility of an organization's selection system and thereby impact an organization's bottom line. Also, the password request could result in adverse impact for protected groups, and lead to legal action on behalf of applicants within these groups. There was only a slight potential benefit to the loss of applicants in that those remaining in the pool were slightly higher on agreeableness and conscientiousness, and lower on psychopathy. However, the effect sizes were small, and those remaining in the applicant pool scored higher on impression management, suggesting that their more favorable personality scores may have been dissimulated.	PhD Thesis, Doctor of Philosophy, Industrial/ Organizational Psychology, The School of Graduate and Postdoctoral Studies, The University of Western Ontario
Aguado et al. (2016). Applicant reactions to social network web use in personnel selection and assessment	Applicants show more positive attitude to the use of professional SNWs compared to non-professional SNWs. In addition, female and young applicants have less positive attitudes than males and other participants towards the use of non-professional SNWs.	Journal of Work and Organizational Psychology, 32(3)
Black, S. W., & Schmidt, G. (2016). How to Stay Current in Social Media to Be Competitive in Recruitment and Selection	Developing technologies and other developments that could have significant impact on how social media is best used by organizations	Social Media in Employee Selection and Recruitment (Chapter 10)
Cooley, D., & Parks-Yancy, R. (2016). Impact of traditional and internet/social media screening mechanisms on employers' perceptions of job applicants	Older employers checked candidates once online, whereas younger employers checked candidates multiple times.	The Journal of Social Media in Society, 5(3)

Hoek et al. (2016). Publishing personal information online: How employers' access, observe and utilize social networking sites within selection procedures	SNS profiles were either accessed as part of an organization's official selection process through integrating internet screening as part of the formal process and obtaining candidate permission, or through covert (without consent) observation. Facebook was primarily used to identify a candidate's organization fit and make assessment of their soft skills, whereas LinkedIn distinguished their professional attributes and job fit. Problems were associated with the extent to which SNSs were reflective of the person and whether a candidate's personal life reflected their work. Respondents focused more upon the legality, rather than the ethics, of accessing "private" information via SNSs.	Personnel Review, 45(1)
Ladkin, **A., & Buhalis**, **D. (2016).** Online and social media recruitment: Hospitality employer and prospective employee considerations	Considerations for employers include website attributes, issues of fairness in the recruitments process and brand reputation. For prospective employees, the considerations center on public and private online profiles. Considerations common to both include the value of an online presence, the blurring of boundaries in online information and legal implications.	**International Journal of Contemporary Hospitality Management, 28(2)**
Schmidt, G. B. & **O'Connor, K. W. (2016).** Legal concerns when considering social media data in selection	Organizations might consider creating in-depth and clear procedures of how social media data from sites examined would have protected class information removed before the relevant social media data is passed onto evaluators. Companies may also consider having a third-party vendor do the social media data collection process.	**Social Media in Employee Selection** (Chapter-13)
Stephanie, L. B., & Schmid, G. B. (2016). How to stay current in social media to be competitive in recruitment and selection.	Social media can be a good source of recruitment and selection to be competitive if properly utilized.	Social Media in Employee Selection and Recruitment (Book chapter)
Wade, J. (2016). Social media and selection: How does new technology change an old game?	Perceived similarity influenced liking and in turn, hireability, for all of our political conditions, regardless of the social media platform information was viewed on.	**Working Paper Series No. 61, Clemson University**
Drake et al. (2016). Job Applicants' Information Privacy Protection Responses: Using Social Media for Candidate Screening	Individual ethical decisions and the perceived intensity of the moral dilemma increase job seekers' intentions to protect the information privacy of their social media accounts when confronted with requests for login credentials from potential employers.	Transactions in Human-Computer Interactions, 8(4)

Carpentier et al. (2017). Recruiting nurses through social media: Effects on employer brand and attractiveness	Nurses' exposure to the hospital's Facebook or LinkedIn page had a significant positive effect on a majority of the employer brand dimensions, both instrumental and symbolic. In addition, nurses who visited the Facebook page felt more attracted to working at the hospital. Most of these effects were mediated by social presence.	Journal of Advanced Nursing, 73(11)
Holland, P. & Jeske, D. (2017). Changing Role of Social Media at Work: Implications for Recruitment and Selection	Certain emergent practices such as cyber-vetting and applicant data mining demonstrate a lack in moral, ethical, and legal frameworks. The lack of attention paid to these new HR risks highlight the skill gap within the HR profession to handle information and data security challenges, any of which can be exacerbated due to social media.	**The Changing Context of Managing People (Emerald Book Series)**
Vroman et al. (2016). Employer Liability for Using Social Media in Hiring Decisions	The complex requirements and serious potential for loss imposed by state and federal legal systems demands that enterprises familiarize themselves with the rules and best practices concerning the use of social media in the hiring process.	Journal of Social Media for Organizations, 3(1)
Baert, S. (2017). Facebook profile picture appearance affects recruiters' first hiring decisions	Candidates with the most beneficial Facebook picture obtain approximately 38% more job interview invitations compared to candidates with the least beneficial picture. In addition, evidence suggested for a higher effect of Facebook profile picture appearance on hiring chances when candidates are highly educated and when recruiters are female.	New Media & Society, 20(3)
Cerro et al. (2017). Interpersonal perception of LinkedIn profiles and employability	LinkedIn is a very useful tool that provides added value by speeding the initial phase of the personnel selection process: the filtering of CVs. However, the benefits offered by this method serve only to streamline this process, not to eliminate the need for it.	Aloma, 35(2)
Egerová, D. & Eger, L. (2017). Recruitment through the use of corporate websites – A comparative study	Most companies provide explicit organizational related information and available information regarding job characteristics. On the other hand, the findings indicate that most companies do not communicate components regarding their culture and do not provide content specifically targeting college or university candidates. Moreover, only a half of companies from the study sample (AutoSAP) uses social media as a part of their recruitment efforts.	Education Excellence and Innovation Management through Vision 2020. Conference paper presented at Norristown: International Business Information Management Association

Priyadarshini et al. (2017). Employer attractiveness through social media: A phenomenological study	Through social media it has become very easy for to interact with the prospective employers. By using social media, resumes and applications can be received from prospective employees shortly to the applicants with equal efficiency. Further, social media reduces many costs for the company by enabling to reach potential employees. Lastly, the usage of social media should be restricted to recruitment and marketing only.	The Qualitative Report, 22(4)
Zubielqui et al. (2017). Social media, open innovation & HRM: Implications for performance	Social media serves as a mediator for the effect of external knowledge flows on firm innovativeness when firms attach high importance to modern HRM practices. Furthermore, while the results demonstrate that innovativeness and firm performance are positively related, innovativeness does not translate into improved firm performance in firms that attach low importance to modern HRM practices.	Technological Forecasting & Social Change
Callan, R. C. (2018). The effects of selection system characteristics and privacy needs on procedural justice perceptions: An investigation of social networking data in employee selection	Manipulation of justice rules being related to perceptions of the associated procedural justice rules, also related to overall procedural justice perceptions. Further, privacy concerns were related to overall procedural justice perceptions. The moderating role of privacy concerns on the relationship between procedural justice rule perceptions and overall procedural justice perceptions was not supported. A post-hoc analysis revealed that the interaction between objective procedural justice and privacy concerns had a small effect on procedural justice perceptions.	PhD Thesis, Psychology, Old Dominion University
Koch, T., Gerber, C., & De Klerk, J. J. (2018). The impact of social media on recruitment: Are you LinkedIn?	Despite still utilizing some traditional methods of recruiting, South African recruiters follow their international counterparts, with LinkedIn being central to their respective recruitment processes. The use of Twitter and Facebook for recruitment was found to be substantially lower in South Africa than elsewhere. Without following a focused approach, the volume of work that emanates from using social media may overwhelm a recruiter.	SA Journal of Human Resource Management, 16
Kutlu1 et al. (2018). LINKEDIN for recruitment: An examination of recruiters' use of "Apply" and "Easy Apply" features	Most recruiters prefer 'Easy Apply' for all recruitment on LinkedIn because of its ease of use.	Conference Paper. Department of Management Information Systems, Bogazici University, Istanbul, TURKEY.

Nugroho, F. E., & Trinugroho, I. (2018). Facebook contents and job recruitment: A experimental study	Applicants' Facebook contents significantly affect the recruitment decisions which are indicated by the difference of choice from the first phase to third phase. Qualified applicants are associated with more professional contents on their Facebook accounts	Jurnal Ilmiah Manajemen, 8(2)
Kimberly et al. (2018). Social media, data privacy and the internet of people, things and services in the workplace: A legal and organizational perspective	Social media and other data privacy issues have had a transformative impact on the workplace. They have also presented organizations with many issues, both positive and negative, to consider. Specifically, with regard to selection and termination of employment, social media has played an increasingly prominent role in organizations. Likewise, data management and employee privacy are vital, as wellness programs, GPS tracking, and mobile devices are often offered to employees.	The Internet of People, Things and Services Workplace Transforma-tions (Book chapter)
Roulin, N., & Levashina, J. (2018). LinkedIn as a new selection method: Psychometric properties and assessment approach	Initial LinkedIn-based ratings correlate with self-reports for more visible skills (leadership, communication, and planning) and personality traits (extraversion), and for cognitive ability. LinkedIn-based hiring recommendations are positively associated with indicators of career success. Potential adverse impact is also limited. Profiles that are longer, include a picture, and have more connections are rated more positively. Some of those features are valid cues to applicants' characteristics (e.g., applicants high on conscientiousness have longer profiles). An itemized LinkedIn assessment is more effective than a global assessment.	Personnel Psychology
Suen, H. (2018). How passive job candidates respond to social networking site screening	A candidate who can better control his/her SNS information is less likely to perceive that his/her privacy has been invaded during SNS screening by potential employers, thus mitigating his/her perception of procedural unfairness. In addition, when SNS screening is more transparent, the candidate is less likely to perceive the selection procedure as unfair, which will reduce his/her intention to withdraw from employment selection.	**Computers in Human Behavior, 85**
Villeda, M., & McCamey, R. (2019). Use of social networking sites for recruiting and selecting in the hiring process	SNS should be used in recruiting and selecting of employees, but employers should not solely rely on such platforms. Employers greatly benefit from the unbiased information concerning SNS, but as time progresses and processes evolve.	International Business Research, 12(3)

Source: Literature survey.

2.5 Increasing utilization of social media in hiring process: The motivations

Why increasing number of employers and jobseekers are using social media? What are the advantages and what are the pitfalls of using social media? Do the benefits and limitations differ for employers and jobseekers or actually the same? We try to find the answers of those questions on the following paragraphs:

Reduced cost and time: Literature indicate that social media can reduce the cost and time needed for recruitment with higher efficiency (Petre et al., 2016; Rosoiu & Popescu, 2016; Vidros et al., 2016). For example, placing an ad on the internet is often cost free and the information may be edited if any mistake is noticed or a change is needed (Sylva & Mol, 2009), while publishing a job ad in a newspaper requires financial resources. Online Recruitment also allows for a considerable reduction in paperwork, reducing application costs (Petre et al., 2016).

Readymade information: Social media provide some information already available for the employers that are not otherwise obtainable elsewhere such as behavioral pattern, hobbies, interests, friend groups etc. In addition, there is an opportunity for the employers to cross check the information that has been already provided to them.

To attract passive job seekers: HR professionals frequently sustain that business oriented SNSs present an abundant source of information concerning passive jobseekers (Wolk, 2004). These individuals are particularly attractive for organizations as they represent an unexploited pool of potentials not connected with placement agencies or other recruiting professionals. Many passive candidates are considered to be especially stable employees (DeKay, 2009). DeKay (2009) pointed out that a majority of LinkedIn members are having a profile to be contacted by employers for new career opportunities. Most of profiles include detailed descriptions of present and past work experiences, areas of expertise and links to references made available by former supervisors and co-workers.

To avoid negligent hiring: A good number of employers argue it is purely their responsibility, as stewards of their organizations and as individuals who uphold an obligation to their stakeholders, use social media information to learn as much as they can about potential employees. They further argue that they have a right and a need to protect them from the accusations of negligent hiring. This could occur if an organization 'fails to uncover an applicant's incompetence or unfitness by a diligent search of references, criminal background or even general background (Clark & Roberts, 2010).

Tentative predictor of potential employee's personality and person-job fitness: Some employers utilize social media information as instruments to evaluate candidates' behavior or characteristics (Stoughton et al., 2015) because such information provide relatively transparent and honest personal information, such as the content posted on candidates' sites by their friends, compared with the information on conventional resumes or application forms, which is expected to project a definite impression or preferred image (Slovensky & Ross, 2012). Kluemper et al. (2012) conducted two studies on Facebook established that screening a job candidate's SNS profile may also supply useful information to forecast the candidate's personality for a hiring decision. Moreover, SNS information can be used to develop targeted interview questions (Davison et al., 2011) and conversations and to build connections during interviews (Smith & Kidder, 2010).

2.6 Using social media in hiring: Benefits and risks

Social media is getting popular to the employers and jobseekers for several reasons. The causes for such popularities have been identified on the following paragraphs dividing between the employers and job applicants:

2.6.1 Benefts and challenges for the employers

It is not to mention that there are a few benefits to using SNS in the hiring. Numerous organizations, especially in technologically advanced countries have already integrated it to some extent. Among them, some notable examples are cheap cost and decreased time to hire, the capacity to reach out to a younger age group and a bigger pool of applicants, attracting passive job applicants, and providing organizations with a diverse tool for predicting the performance of tentative employees.

However, there are more than a few challenges associated for using social media information for hiring, which should also be noted by the HR professionals who are involved in hiring process. The main challenges/risks are legal issues, the incapability to employ a varied pool of candidates (regarding age, gender, and race) and the lack of validity and reliability of these platforms. As a hiring approach, social media provide more benefits at the recruitment stage, having no damage in attracting more job applicants when the charge is nominal. Rather social media use might create further troubles if used during the screening and selection process (Villeda & McCamey, 2019).

2.6.2 Benefts and challenges for the job applicants

A notable benefit of using social media sites for jobseekers in is that social media is a low costs medium for searching for job opportunities. Jobseekers can connect to the social platforms of companies (Job pages in SM) and can effortlessly have entrance to the vacancies companies post. Applicants can even do this secretly, which could be possibly an advantage for who presently employed thus assisting the jobseekers in a more responsive manner (Reiners, 2013).

Further, they can easily access to influential referees and important information about the company (Kroeze, 2015) helping them to prepare even better for the job screening process. On the other hand, social media and social

networking sites especially can raise the possibility to connect and swap information between the employers and job applicants face to face. Jobseekers and recruiters mutually can preserve, organize, and widen their social association more efficiently with the help of social media where they can filter out relevant information and use them to generate new cooperative opportunities.

In case of limitations for jobseekers, the first thing comes out is that users (also applicants) seldom realize what information might be disclosed publicly (Madejski et al., 2011) or how a normal post or comment might be misjudged (Wang et al., 2011) by a possible future employer. An applicant's social networking site does not contain only personal data posted online by him/her but also pictures/shares/comments uploaded by others such as friends, family or institutions. Such information might be incorrect, which might even damage them as an individual (Henson et al., 2011). Social media information might also be inaccurate as there is a lack of reliability that could be transferred when used in the hiring process since one party (candidate) has real information compared to the other (employer) who just interprets it (Villeda & McCamey, 2019).

Individuals are become the victim of identity theft or when fake information is posted about them on someone else's website (i.e., libelous information) (Davison et al., 2012). A study by Kluemper (2012) showed that employers reject jobseekers based on what they find about them on social media. He found that 35% of employers said that they would reject a jobseeker because of information they found on social media.

3. Recommendations for employers and employees

Based on the previous findings, the study attempts to make several recommendations for the employers on using the social media for hiring purposes. The suggestions are highlighted on the following paragraphs:

3.1 Reliability and validity of information collected

Since SM platforms such as Facebook and Twitter depicts decision makers to factors that equal employment law restricts, the burden of proof may be on the organization to demonstrate that group membership did not factor into the hiring decision (and this may be difficult to accomplish). On the basis of these factors, it is strongly suggested that the organizations should refrain from using SM (e.g., Facebook) and other Internet information (e.g., Google searches) until methods for collecting and evaluating such information are shown to be reliable and valid (Iddekinge et al., 2013).

3.2 Development of transparent policy and code of conduct

Iddekinge et al. (2013) recommend that organizations develop clear policies concerning the use of SM and other Internet information. In fact, the outcome of an SHRM (2011) survey suggested that a good number of organizations do not have a policy regarding the use of Internet information. Fortunately, some organizations have already recognized codes of conduct or ethical guidelines for the use of social media guided by some professional associations. Such codes should be extended to reflect on recruitment and selection. These codes should specify the ethical and/or professional consequences of certain actions while providing recommendations to HR professionals to reduce the reliance on individual judgment and morals. In addition, a well-structured and thought-through code of conduct sends a signal to all in the organization (employers and employees) about which practices are acceptable and which are not such as cybervetting applicants without consent or legal justification (Holland & Jeske, 2017).

3.3 Linking the code of conduct to training:

At present, individuals may be hired and promoted to roles with greater responsibility without being trained in how to spot, avert, and react to challenging social media use among employees they manage (Pallarito, 2014; Roberts & Sambrook, 2014). The Society of Human Resource Management (SHRM, 2016a, 2016b) reported the results of two surveys with HR professionals showing the following: Only 56% of respondents in 2011 and 59% in 2013 had a formal or informal policy on applicant screening in their organization. This means that risks such as slander (Lieber, 2011) are almost inevitable, given that around 40% of employers do not have such a policy. Attempts to control what is shared by employees on social media is less likely to be effective than a proactive discussion and effective training only if the responsibilities and confidentiality issues are understood will they be acted upon (Hyman, 2016). While code of conducts may exist, few of these are actually linked to induction training upon hiring or promotion. There are reasons to believe that training and discussion are the keys to ensuring that the underlying aspects of the code of conduct are understood and applied. Training, however, is unlikely to reduce discriminatory practices. The organization must have a policy of fair and unbiased treatment, modeled by its leaders and reinforced through additional training and appropriate legal selection practices (Holland & Jeske, 2017). If the training is not complemented by good management practice (e.g., such as having an open discussion around inclusion vs. discrimination, ethical leaders that role-model ethical behavior when discriminatory practices are discovered), codes of conduct are unlikely to be effective (recommendations on the EEOC, 2016).

3.4 Selection of appropriate media

If an organization wants to use social media for job advertising, it should select the appropriate one that suits. Selecting the wrong social media to

communicate a job opening could result in receiving excess and unrelated applications. Possible overloading of the system could lead to missing actual skilled (talented) applicants. On the other hand, wrong selection could also mean receiving less than the expected applications, leading again to the same outcome. According to some experts, online recruitment is more effective for companies already known (Greengard, 2012; Galanaki, 2002), large, and involved in technology. It was proven that e-recruitment was more effective and yielded more results when the company was more recognized, as job seekers look first at companies that they know and advertise more, and then locate less recognized ones.

3.5 Using the social media more for talent search than screening

The use of social media should be more concentrated in searching talent thorough social media news portals or social media advertising. Organizations should rely less on screening a candidate based on social media information to avoid lawsuit and privacy issues. With having proper guidelines and validity and reliability of social media information, organizations should refrain from using social media information on selection, screening and background checking.

3.6 Using social media a complimentary instrument rather than a sole one

Organization can use social media information as additional tool for initial recruitment rather than solely relying on that. Social media can act as the tool of checking the information on CV or resume of candidates.

3.7 Focusing on job-related information and professional social media only

SM assessments should be related to job related information (Miguel, 2013). The information should note the nature of the KSAs or behaviors being targeted or measured. Further, it is suggested that organizations consider what criterion (or criteria) they wish to predict and what SM information might be relevant to that criterion. This set of suggestions may help clarify results of the SM assessment process, because decision makers will better understand what to focus on and predict. Third, organizations focus only on employment purposed websites (e.g., LinkedIn) (Kluemper et al., 2012; Miguel, 2013; Sinar, 2013; Sinar & Winter, 2012). Again, in this respect, we do not generally recommend using such information in operational selection at this time. Rather, this is a good place to do research "in the background" to see if SM assessments might provide valid information. This background research might examine resume to check if variables such as breaks in employment and promotions might be captured from SM websites (Sinar, 2013). Such data might add to variance accounted for (in various criteria) beyond personality tests or cognitive ability tests, although dealing with potentially incomplete information could still prove challenging (Roth et al., 2013).

4. Theoretical and practical implications

4.1 Theoretical implications

The social media is gaining rapid attention from the academicians and researchers but there are very few evidences (both theoretical and empirical) on how to utilize, when to utilize such a platform form different HR functions. The paper is based on previous literatures where the findings and suggestions are summarized and highlighted. The Authors are hopeful that this paper will help the researchers to further investigate in this matter in more deeply

and with wider scope, thus acting as the bridge for additional investigation as this area of HRM needs more attention and results to be implemented.

4.2 Practical implications

The research will be expected to be further helpful to the organizations and policy makers to implement the suggestions made earlier. Social media is a tool that can be utilized for saving time and money provided that it should be used with extreme caution and with proper guidelines to avoid any complicacies. The paper might helpful also for formulating and implementing a proper social media policy (SMP) in order to make timely and efficient utilization of social media for hiring purposes.

5. Research limitations and scope for further research

This paper is based solely on previous research published in different journals and thesis based on the authors' findings. This study focused on individual organizations only; limiting the scope. The dimension can be further widened by focusing on the use of social media by recruitment agencies themselves. Further, the impact of training for recruiters in the use of social media, especially Facebook and LinkedIn in the recruitment process might be a further topic that has yet to be explored. Studies in the future may seek to use quantitative methods to do research that allow a much bigger sample size in order to validate the conclusions previously made.

6. Conclusion

As the inevitable parts of technological innovation and development, no one can ignore social media as part of our daily lives. However, cautions should be made while utilizing these networks keeping consistency with law and

regulations. Furthermore, both players in this game, employers and applicants should respect each other in terms of privacy, fairness and ethics (for employers) and organizational hiring policy and practices (for job applications). The social media can only function in an effective and efficient manner if both the employers and employees know the basic legal and ethical foundations regarding these recent utilizations in organizations and business purposes.

It is obvious that social media being widely utilized in searching and acquiring potential employees and it is expected to grow as a hiring tool in upcoming time. However, utilizing social media instead of the traditional methods can be as well problematic. Further, using social media as a searching and recruitment tool might lead to legal issues. Similarly, social media has non-work-related components that could bias decision making regarding recruitment (e.g. photograph, personal interests and personal information). On a final note, we emphasize that using social media as a searching and hiring tool is a rapidly burgeoning practice, though it is severely under-researched. We hope our investigative study will place the foundation for future experimental research in this particular sphere.

References:

Abel, S. (2011). *The role of social networking sites in recruitment: Results of a quantitative study among German companies.* Master Thesis, Business Administration Track: Human Resource Management, School of Management and Governance University of Twente. May.

Aguado, D., Rico, R., Rubio, V. J., & Fernandez, L. (2016). Applicant reactions to social network web use in personnel selection and assessment. *Journal of Work and Organizational Psychology, 32*(3), 183–190.

Andrews, C. (2012). Social media recruitment. *Applied Clinical Trials, 21*(11), 32.

Baert, S. (2017). Facebook profile picture appearance affects recruiters' first hiring decisions. *New Media & Society, 20*(3), 1220–1239.

Black, S. W., & Schmidt, G. (2016). How to stay current in social media to be competitive in recruitment and selection. *Social Media in Employee Selection and Recruitment* (6th ed.) (Chapter 10). Available at: https://www.researchgate.net/publication/317029678. Access: 01.03.2019.

Broughton, A., Foley, B., Lendermaier, S., & Cox, A. (2013). The use of social media in the recruitment process. *The Institute for Employment Studies*, 11, 1–81. Available at: http://www.acas.org.uk/media/pdf/0/b/The-use-of-social-media-in-the recruitmentprocess.pdf. Access: 1.03.2019.

Brown R., V., & Vaughn, E. D. (2011). The writing on the (Facebook) wall: The use of social networking sites in hiring decisions. *Journal of Business and Psychology, 2*, 219. Available at: https://doi.org/10.1007/s10869-011-9221-x. Access: 01.03.2019.

Carpentier, M., Hoye, G. V., Stockman, S., Schollaert, E., Theemsche, B. V., & Gerd, J. (2017). Recruiting nurses through social media: Effects on employer brand and attractiveness. *Journal of Advanced Nursing, 73*(11), 2696–2708.

Cerro, S., Rodríguez, C., Vidal, M., Escabrós, M., & Oberst, U. (2017). Interpersonal perception of LinkedIn profiles and employability. *Aloma, 35*(2), 13–22.

Callan, R. C. (2018). *The effects of selection system characteristics and privacy needs on procedural justice perceptions: An investigation of social networking data in employee selection*. PhD Thesis in Psychology. Old Dominion University, Spring.

Chiang, J. K., & Suen, H. (2015). Self-presentation and hiring recommendations in online communities: Lessons from LinkedIn. *Computers in Human Behavior, 48.*

Clark, L. A., & Roberts, S. J. (2010). Employer's use of social networking sites: A socially irresponsible practice. *Journal of Business Ethics, 95*, 507–525.

Cooley, D., & Parks-Yancy, R. (2016). Impact of traditional and internet/social media screening mechanisms on employers' perceptions of job applicants. Impact of traditional and internet/social media screening mechanisms on employers' perceptions of job applicants. *The Journal of Social Media in Society, 5*(3), 151–160.

Davison, H.K., Maraist, C. & Bing, M. N. (2011). Friend or foe? The promise and pitfalls of using social networking sites for HR decisions. *Journal of Business and Psychology, 26*(2), 153–159.

Deadrick, D. L., & Stone, D. L. (2014). Human resource management: Past, present, and future. *Human Resource Management Review, 24*(3), 193–195. Available at: https://doi.org/10.1016/j.hrmr.2014.03.002. Access: 05.03.2019.

Dennis, C. M. (2011). Legal implications of employee social media use. *Massachusetts Law Review, 93*(4), 380–396.

DeKay, S. (2009). Are business-oriented social networking web sites useful resources for locating passive jobseekers? *Business Communication Quarterly, 72*, 101–105.

Diglel, A. & Yazdanifard, R. (2015). The utilization of social networking websites by companies as a hiring tool; its effectiveness and reliability from the applicants and employers perspective. *European Journal of Business and Social Sciences, 4*(1), 11–21.

Dinesh, M. & Kumar, M. K. R. (2015). Is social media a preferable source of recruitment? An employers' perspective with reference to IT sector in Bangalore. *International Journal of Business and Administration Research Review, 2*(11), 283–290.

Drake, J., Hall, D., Brecton, B. & Posey, C. (2016). Job Applicants' Information Privacy Protection Responses: Using Social Media for Candidate Screening. Job Applicants' Information Privacy Protection Responses: Using Social Media for Candidate Screening, *Transactions on Human Computer Interaction, 8*(4), 160–184.

Drake, J. R., & Furner, C. (2015). *Screening job candidates with social media: A manipulation of disclosure requests*. Conference paper. Twenty-first Americas Conference on Information Systems, Puerto Rico, August.

EEOC (2016). *U.S. Equal Employment Opportunity Commission Strategic Enforcement Plan.* Available at: https://www.eeoc.gov/eeoc/plan/sep-2017.cfm**.** Access: 17.03.2019.

Egerová, **D., & Eger**, **L**. **(2017).** *Recruitment through the use* of *corporate websites – A comparative study.* In Education Excellence and Innovation Management through Vision 2020**.** Conference paper presented at Norristown: International Business Information Management Association, UK, December.

Fowler, K. M. (2013). *Scanning social networking sites as part of hiring process*. PhD Thesis, Faculty of the Graduate School, Angelo State University. Spring.

Galanaki, E. (2002). The decision to recruit online: A descriptive study. *Career Development International, 7*(4), 243–251.

Haag, S., & Cummings, M. (2013). *Management information systems for the information age* (9th ed.). New York, NY: McGraw-Hill/Irwin.

Greengard, S. (2012). Picking—and keeping—the cream of the crop: Smart strategies are needed for both recruitment and retention of talent. *Human Resource Management International Digest, 20*(3), 26–29.

Hazelton, A. S., & Terhorst, A. (2015). Legal and ethical considerations for social media hiring practices in the workplace. *The Hilltop Review, 7*(2), 52–59.

Hebberd, L. (2017). *The evolution of finding candidates*. Available at: https://theundercoverrecruiter.com/evolution-finding-candidates/. Access: 02.03.2019.

Henson, B., Reyns, B. W., & Fisher, B. S. (2011). Security in the 21st century examining the link between online social network activity, privacy and interpersonal victimization. *Criminal Justice Review, 36*(3), 253–268.

Hoek, J., O'Kane, P., & McCracken, M. (2016). Publishing personal information online: How employers' access, observe and utilize social networking sites within selection procedures. *Personnel Review, 45*(1), 47–83.

Holland, P., & Jeske, D. (2017). Changing Role of Social Media at Work: Implications for Recruitment and Selection. In T. Bondarouk, J. M. Huub, & E. Ruël, Emerald Book Series, 287–309.

Hoogen, E. (2012). *The Role of social media in recruitment and selection processes*. BSc. Thesis, Management Studies & Education and Competence Studies, University of Rotterdam.

Hyman, J. (2016). Confidentiality key when training employees on social media. The one thing you're not going to do is stop your employees from posting and sharing. *Workforce*. Available at: http://www.workforce.com/2016/ 06/23/confidentiality-key-when-training-employees-on-social-media/. Access: 28.01.2019.

Iddekinge, C. H. V., Lanivich, S. E., Roth, P. L., & Junco, E. (2013). Social media for selection? Validity and adverse impact potential of a Facebook-based assessment. *Journal of Management, 42*(7). Available at: https://www.researchgate.net/publication/273589034. Access: 8.03.2019.

ISO 30405:2016 (2016). *Human resource management – guidelines on recruitment*, 1st ed. Technical Committee/Subcommittee TC 260/WG5; ISO Standards.

Jennifer, D. J. (2015). From due diligence to discrimination: employer use of social media vetting in the hiring process and potential liabilities. *Loyola of Los Angeles Entertainment Law Review, 35*(3), 249–280.

Juusola, T. (2010). *Recruitment & social networking: The future for international recruitment agency.* Thesis for Degree Program in International Business, Lahti University of Applied Sciences. Spring.

Kaufman, B. E. (2014). The historical development of American HRM broadly viewed. *Human Resource Management Review, 24*(3), 196–218. Available at: https://doi.org/10.1016/j.hrmr.2014.03.003. Access: 03.03.2019.

Kimberly, W., O'Connor, J. D., & Schmidt, G. B. (2018). Social media, data privacy and the internet of people, things and services in the workplace: A legal and organizational perspective. In *The Internet of People, Things and Services Workplace Transformations* (pp. 89–187). Willey Online Library: NY, USA.

Kluesner, K. E. (2013). *Fairness perceptions of screening social networking sites for hiring decisions.* Master Thesis, Degree of Arts in Industrial and Organizational Psychology, Middle Tennessee State University.

Kluemper, D. H., Rosen, P. A. & Mossholder, K. W. (2012). Social Networking Websites, Personality Ratings, and the Organizational Context: More That Meets the Eye? *Journal of Applied Social Psychology, 42*(5), 1143–1172.

Koch, T., Gerber, C., & De Klerk, J. (2018). The impact of social media on recruitment: Are you LinkedIn?. The impact of social media on recruitment: Are you LinkedIn? *SA Journal of Human Resource Management, 16*.

Kroeze, R. (2015). *Recruitment via social media sites: A critical review and research agenda.* 5th IBA Bachelor Thesis Conference, The Faculty of Behavioral, Management and Social Sciences. Enschede: University of Twente, November.

Kutlu, B., Rabea, A., & Udeozor, C. R. (2018). *LINKEDIN for recruitment: An examination of recruiters' use of "Apply" and "Easy Apply" features.* Conference Paper. Department of Management Information Systems, Bogazici University, Istanbul, TURKEY. October.

Ladkin, A., & Buhalis, D. (2016). Online & social media recruitment: Hospitality employer and prospective employee considerations. *International Journal of Contemporary Hospitality Management, 28*(2), 327–345.

Lewis, A., Thomas, B., & James, S. (2015). A critical analysis of the implementation of social networking as an e-recruitment tool within a security enterprise. *Cogent Business & Management, 2*, 1–21.

Lieber, L. D. (2011). Social media in the workplace-proactive protections for employers. *Employment Relations Today, 38*, 93–101. Available at: doi:10.1002/ert.20358. Access: 18.03.2019.

Lorenz, B. (2014). *If I do not like your online profile I will not hire you!* Conference Paper, Institute of Informatics. Tallinn University, June.

Lory, B. E. H. (2011). *Employer use of Facebook as a tool in pre-employment screening of applicant: Benefits and ethical, legal, and privacy Implications*. (Online) Master of Arts Thesis, Organizational Leadership. St. Catherine University. Available at: http://sophia.stkate.edu/cgi/viewcontent.cgi?article=1008&context=maol_theses. Access: 29.12.2018.

Lussier, R. N. (2015). *Management fundamentals: concepts, applications & skill development* (7th ed.). Los Angeles, CA: SAGE. Marwick.

Madera, J. M. (2012). Using social networking websites as a selection tool: The role of selection process fairness and job pursuit intentions. *International Journal of Hospitality Management, 31*(4), 1276–1282. Available at: doi:10.1016/j.ijhm.2012.03.008. Access: 09.09.2019.

Madejski, M., Johnson, M. L., & Bellovin, S. M. (2011*). The failure of online social network privacy settings*. Department of Computer Science, Columbia University.

Melanthiou, Y., Pavlou, F., & Constantinou, E. (2015). The use of social network sites as an e-recruitment tool. *Journal of Transnational Management, 20*(1), 31–49. Available at: https://doi.org/10.1080/15475778.2015.998141. Access: 11.03.2019.

Miguel, R. F. (2013). LinkedIn for hiring decisions: A content validity framework. In R. F. Miguel, *The promise and perils of social media data for selection*. Symposium presented at the Society for Industrial and Organizational Psychology, Houston.

Nessler, M. (2014). Three ways virtual technologies are making a difference in HR. *Employment Relations Today, 40*, 47–52. Available at: https://doi.org/10.1002/ert.21433. Access: 02.03.2019.

Nikolaou, I. (2014). Social networking web sites in job search and employee recruitment. *International Journal of Selection and Assessment, 22*, 179–189.

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2014). *Fundamentals of Human Resource Management* (5th ed.). New York, NY: McGraw-Hill Education.

Nugroho, F. E., & Trinugroho, I. (2018). Facebook contents and job recruitment: A experimental study. *Jurnal Ilmiah Manajemen, 8*(2), 420–428.

Ollington, N., Gibb, J., & Harcourt, M. (2013). Online social networks: An emergent recruiter tool for attracting and screening. *Personnel Review, 42*(3), 1–10.

Pallarito, K. (2014). Training for social situations; Educate workers on social media advantages, pitfalls. *Business Insurance, 48*.

Petre, A., Osoian, C., & Zaharie, M. (2016). Applicants' perceptions on online recruit-
ment. *Managerial Challenges of the Contemporary Society, 9*(1), 63–67.

Pike, J. C., Bateman, P. J., & Butler, B. S. (2014). Information from social networking
sites: Context collapse and ambiguity in hiring process. *Information Systems Journal,
28*, 729–758.

Pew Research Center (2018). *Social media use continues to rise in developing
counties but plateaus across developed ones.* Retrieved from: http://www.pewglobal.
org/2018/06/19/social-media-use-continues-to-rise-in-developing-countries-but-plate
aus-across-developed-ones/pg_2018-06-19_global-tech_0-04/. Access: 10.01.2019.

Pritchard, M. (2013). *How social recruitment requires students to manage a respon-
sible digital footprint.* Refereed Discussion Paper, 18th WACE World Conference on
Cooperative & Work Integrated Education, June 24–27. Durban, South Africa.

Priyadarshini, C., Kumar, Y., & Jha, R. R. (2017). Employer attractiveness through
social media: A phenomenological study. *The Qualitative Report*, 22(4), 969–983.

Rana, G. (2015). *Use of social media to find suitable applicants in the advertising
industry.* Degree Thesis, International Business, ARCADA, August.

Reicher, A. (2013). The background of our being: Internet background checks in the
hiring process. *Berkeley Technology Law Journal, 28*(1).

Reiners, T. A. (2013). *Social network perception alignment of e-recruiters and potential
Applicants.* 46th Hawaii International Conference on System Sciences, 4576–4585.

Roberts, G., & Sambrook, S. (2014). Social networking and HRD. *Human Resource De-
velopment International, 17*, 577–587. Available at: doi:10.1080/ 13678868.2014.969504.
Access: 27.01.2019.

Roth, P. L., Bobko, P., Van Iddekinge, C. H., & Thatcher, J. B. (2013). Social media in employee selection-related decisions a research agenda for uncharted territory. *Journal of Management, 20*(10), 1–30.

Rosoiu, O., & Popescu, C. (2016). E-recruiting platforms: Features that influence the efficiency of online recruitment systems. *Informatica Economică, 20*(2), 46–56.

Roulin, N., & Levashina, J. (2018). LinkedIn as a new selection method: Psychometric properties and assessment approach, *Personnel Psychology*, *17,* 322–331.

Roulin, N., & Bangerter, A. (2013). Social networking websites in personnel selection: A signaling perspective on recruiters' and applicants' perceptions. *Personnel Psychology, 12*(3).

Sameen, S., & Cornelius, S. (2013). Social networking sites and hiring: How social media profiles influence hiring decisions. *Journal of Business Studies Quarterly, 7*(1).

Schmidt, G. B., & O'Connor, K. W. (2016). Legal concerns when considering social media data in selection. In R. Landers, G. Schmidt (ed.), *Social Media in Employee Selection and Recruitment*. Available at: https://link.springer.com/chapter/10.1007/978-3-319-29989-1_13. Access: 23.01.2019.

Schneider, T. J. (2015). *Social networking sites and personnel selection: An initial validity assessment*. PhD Thesis, Doctor of Philosophy, Industrial/Organizational Psychology, The School of Graduate and Postdoctoral Studies, The University of Western Ontario. December.

Sinar, E. F. (2013). What LinkedIn links to: Connecting virtual profiles to actual performance. In R. F. Miguel, *The promise and perils of social media data for selection*. Symposium presented at the Society for Industrial and Organizational Psychology, Houston.

Sinar, E. F., & Winter, J. (2012). Social media and selection: How on-line information helps and hurts your hiring process. *DDI Directions*, 1–9. Available at: http://www.imakenews.com/ddi/e_article002559717.cfm?x=b11,0. Access: 23.02. 2019.

Smith, W. P., & Kidder, D. L. (2010). You've been tagged! (Then again, maybe not): Employers and Facebook. *Business Horizons, 53*, 491–499.

Spellmann, E. (2018). *How to leverage social media to benefit your business*. Paper presented at Ranger College Erath County, Stephenville, TX.

Stephanie L. B. & Schmid, G. B. (2016). *How to stay current in social media to be competitive in recruitment and selection*. In: Social Media in Employee Selection and Recruitment. Springer International Publishing: Switzerland 2016 R.N. Landers, G.B. Schmidt (ed.). DOI: 10.1007/978-3-319-29989-1_10

Slovensky, R., & Ross, W. H. (2012). Should human resource managers use social media to screen job applicants? Managerial and legal issues in the USA. *Info, 14*, 55–69.

Society for Human Resources Management (SHRM) (2016a). *SHRM survey findings: Using social media for talent acquisition: Recruitment and screening*. January 7, 2016. Available at: https://www.shrm.org/research/surveyfindings/pages/social-media-re-cruiting-scr eening-2015.aspx. Assess: 28.02.2019.

Society for Human Resources Management (SHRM) (2016b). *The SHRM body of competency and knowledge*. Available at: https://www.shrm.org/Documents/SHRM-BoCK-FINAL.pdf. Access: 13.03.2019.

Society for Human Resources Management (SHRM) (2011). *The use of social networking websites and online search engines in screening job candidates*. SHRM Staffing Research, August.

Statista (2015). *Twitter: number of monthly active users 2014* | Statistic. [online] Available at: http://www.statista.com/statistics/282087/number-of-monthly-active-twitter-users/. Access: 15.03.2019.

Stoughton, J. W., Thompson, L. F., & Meade, A. W. (2015). Examining applicant reactions to the use of social networking websites in pre-employment screening. *Journal of Business and Psychology, 31.* Available at: DOI: 10.1007/s10869-013-9333-6. Access: 10.03.2019.

Suen, H. (2018). How passive job candidates respond to social networking site screening. *Computers in Human Behavior, 85*, 396–404.

Sylva, H., & Mol, S. T. (2009). E-recruitment: A study into applicant perceptions of an online application system. *International Journal of Selection and Assessment, 17*(3), 311–323. Available at: http://dx.doi.org/10.1111/j.1468-2389.2009.00473.x. Access: 9.03.2019.

Take the Work Out of Hiring. (2017). Available at: https://www.facebook.com/business/news/take-the-work-out-of-hiring. Access: 10.03.2019.

Tecassala, V. (2013). *The use of social networking sites as a tool for employers in screening job candidates during the recruiting process: The ethical dilemma. Irish perspective*. MSc. Thesis in Management, National College of Ireland, August.

Vidros, S., Kolias, C., & Kambourakis, G. (2016). Online recruitment services: Another playground for fraudsters. *Computer Fraud & Security, 3*, 8–13. Available at: http://dx.doi.org/10. 1016/S1361-3723(16)30025-2. Access: 01.02.2019.

Villeda, M., & McCamey, R. (2019). Use of social networking sites for recruiting and selecting in the hiring process. *International Business Research, 12*(3), 66–78.

Vroman, M., Stulz, K., Hart, C., & Stulz, E. (2016). Employer liability for using social media in hiring decisions. *Journal of Social Media for Organizations, 3*(1), 1–12.

Wade, J. (2016). *Social media and selection: How does new technology change an old game?* Working paper series no. 61. Clemson University, February. Available at: https://tigerprints.clemson.edu/all_dissertations/1763. Access: 22.02.2019.

Wang, Y., Norcie, G., Komanduri, S., Acquisti, A., Leon, P. G., & Cranor, L. F. (2011). *I regretted the minute I pressed share: A qualitative study of regrets on Facebook*. In Proceedings of the Seventh Symposium on Usable Privacy and Security, ACM.

Willey, L., White, B. J., Domagalski, T. & Ford, J. C. (2012). Candidate screening, information technology and the law: Social media considerations. *Issues in Information Systems, 13*(1), 300–309.

Wolk, D. (2004). Social networking sites pique the interest of company recruiters. *Workforce Management* [e-journal] 83, 70–73.

Youngman, J. F. (2017). The use and abuse of pre-employment personality tests. *Business Horizons, 60*(3), 261–269. Available at: https://doi.org/10.1016/j.bushor.2016.11.010. Access: 15.03.2019.

Zhu, Y., & Chen, H. (2015). Social media and human need satisfaction: Implications for social media marketing. *Business Horizons, 58*(3), 335–345. Available at: https://doi.org/10.1016/j.bushor.2015.01.006. Access: 25.02.2019.

Zide, J., Elman, B., & Shahani-Denning, C. (2014). LinkedIn and recruitment: how profiles differ across occupations. *Employee Relations, 36*(5), 583–604. Available at: https://doi.org/10.1108/ER-07-2013-0086. Access: 27.02.2019.

Zubielqui, C. G., Fryges, H., & Jones, J. (2017). Social media, open innovation & HRM: Implications for performance. *Technological Forecasting and Social Change*, *8*(3), 1–14.