Social Media in Recruitment

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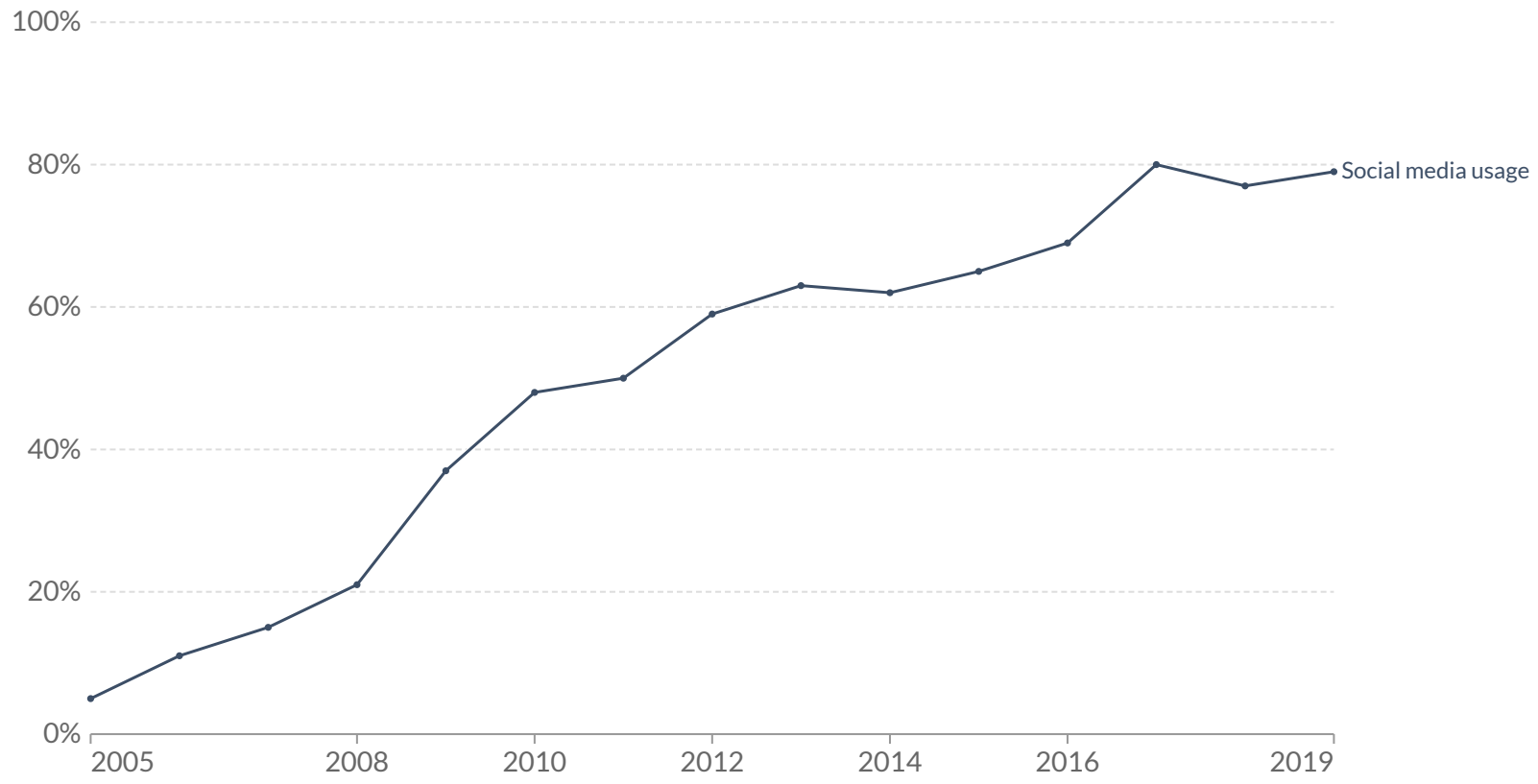
Share of US households using specific technologies, 2005 to 2019

Our World in Data

+ Add technology



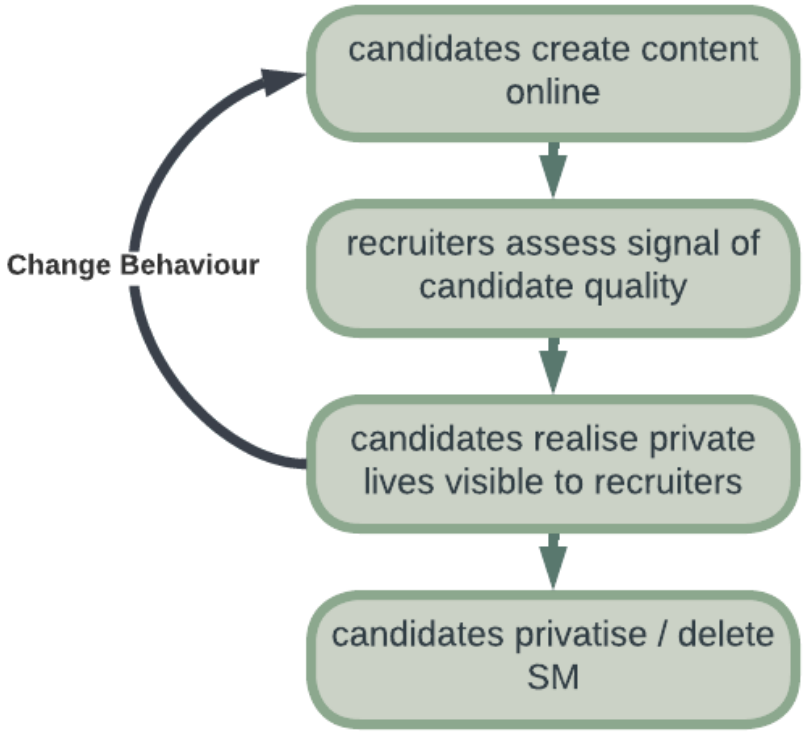
Source: Comin and Hobijn (2004) and others

CC BY

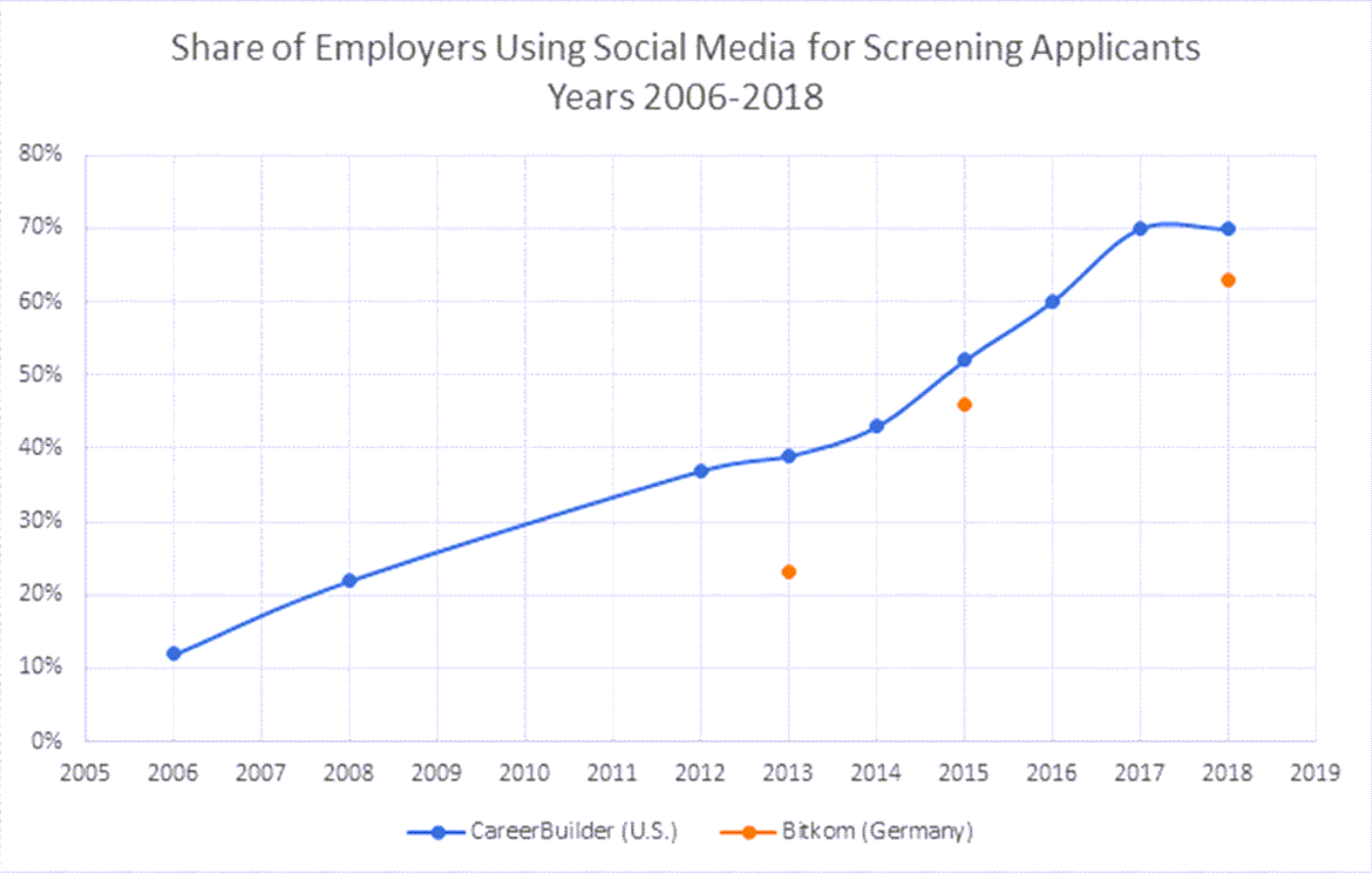
2005 2019

CHART | TABLE | SOURCES | DOWNLOAD

Social Media is a New Signal

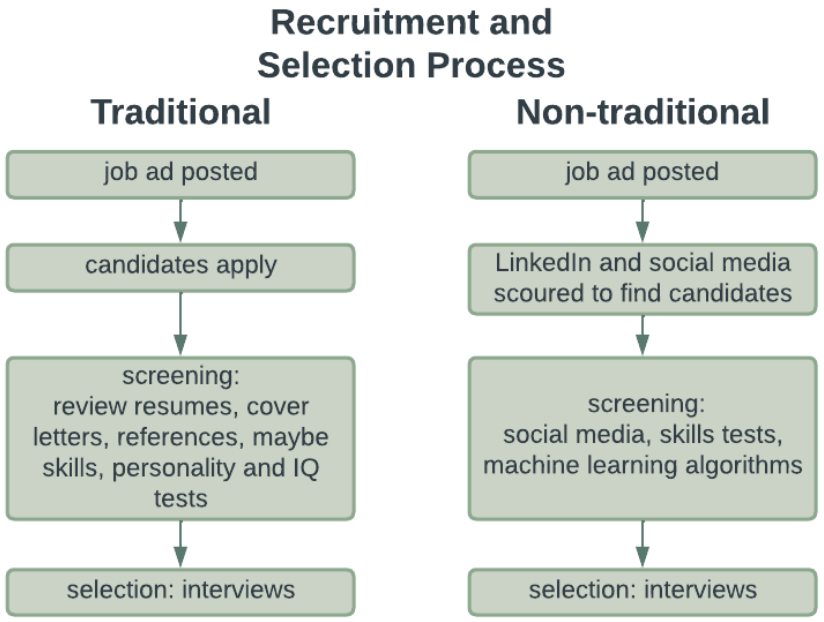


Signals	Costly?
Education	Costly
Experience	Costly
CV	Cheap
Letters of Recommendation	Cheap
Interview	?
Attire	Cheap
Assessment Tests	Costly
Personality Tests	Cheap
Social Media	Costly



(Source: Career Builder Survey of 1,012 hiring and human resource managers, 2018)

The Hiring Decision



- We focus on screening
  - sometimes outsourced

    (source: Cappelli, P, (2019). Your Approach to Hiring Is All Wrong. Harvard Business Review, May/June 2019 pp 48–58
  - rarely directly incentivised

    (source: Hirshman, C, (2003). Incentives for Recruiters?. HR Magazine, Nov 2003)

Literature

- Correspondence/Audit
- Incentivized Resume Rating (Kessler, 2019)
- Theory

Research Questions

1. How do recruiters weigh social media info compared to traditional CV info?

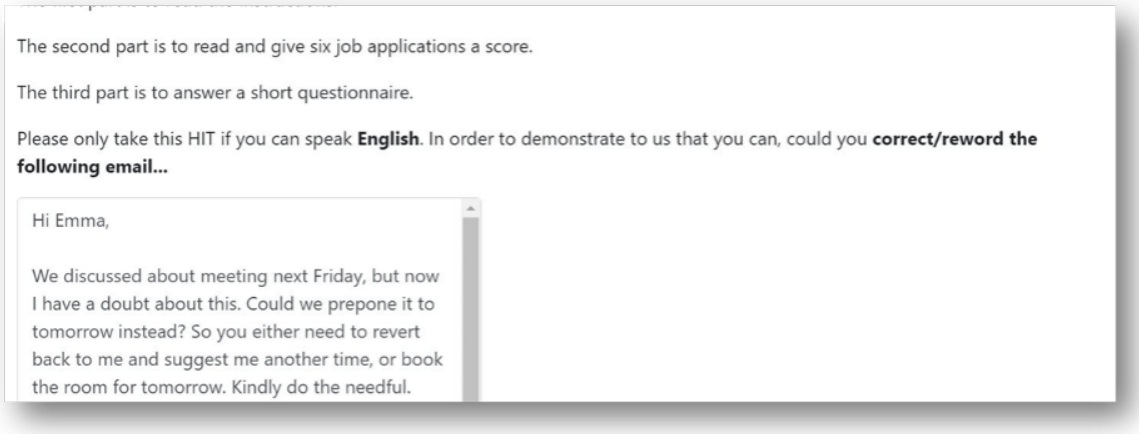
2. How do recruiters react to contradictory info in SM and CV?

3. Does revealing mental health issues on SM hinder a job applicant?

4. Does a lack of online presence hinder a job applicant?

Experimental Design

Experimental Design: Attention Screening

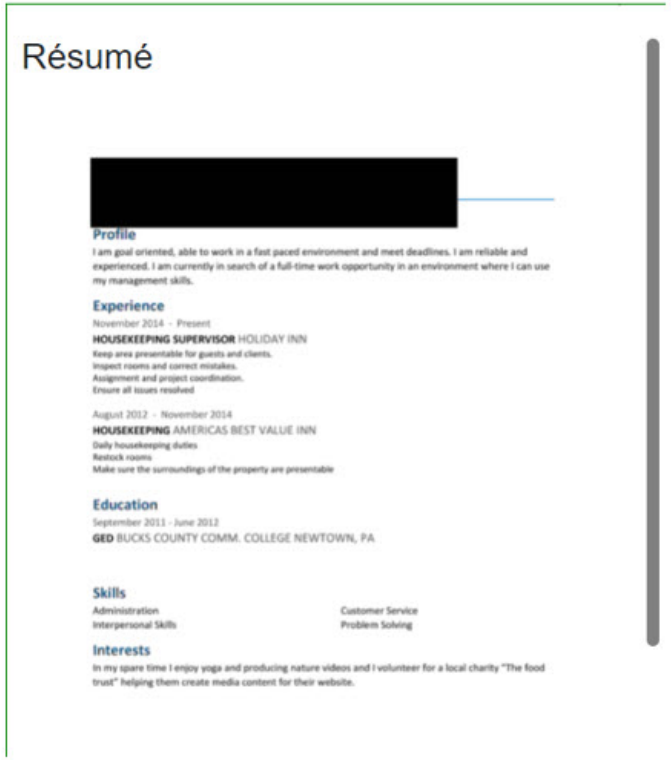


Experimental Design: Job Description

Experimental Design: Applications

Experimental Design: Questionnaire

Applications: The CV



Résumé

[redacted]

Profile

I am goal oriented, able to work in a fast paced environment and meet deadlines. I am reliable and experienced. I am currently in search of a full-time work opportunity in an environment where I can use my management skills.

Experience

November 2014 - Present

HOUSEKEEPING SUPERVISOR HOLIDAY INN

Keep area presentable for guests and clients.
Inspect rooms and correct mistakes.
Assignment and project coordination.
Ensure all issues resolved

August 2012 - November 2014

HOUSEKEEPING AMERICAS BEST VALUE INN

Daily housekeeping duties
Restock rooms
Make sure the surroundings of the property are presentable

Education

September 2011 - June 2012

GED BUCKS COUNTY COMM. COLLEGE NEWTOWN, PA

Skills

Administration
Interpersonal Skills
Customer Service
Problem Solving

Interests

In my spare time I enjoy yoga and producing nature videos and I volunteer for a local charity "The food trust" helping them create media content for their website.

Applications: The SM

Résumé

Profile

Experience

HOUSEKEEPING SUPERVISOR HOLIDAY INN

HOUSEKEEPING AMERICAS BEST VALUE INN

Education

GED BUCKS COUNTY COMM. COLLEGE NEWTOWN, PA

Skills

Interests

Social Media Data

Gender	Female
Experience	• 2020 - 2022 : Seeking Employment 2014 - 2020 : Housekeeping Supervisor , Holiday Inn • 2012 - 2014 : Housekeeping , Americas Best Value Inn
Selected Skills and Number of Endorsements from Other Users	• Teamwork: 30 • Time Management: 30 • Microsoft Office: 25 • Administration: 25 • Customer Service: 25
Most used Hashtags & Keywords	• #blessed • #fitness • #teamwork • #Nature
Most Active Groups / Pages	• Walking and talking • NowThis • The Simpsons • Rate My Plate Group • Adele
Automatic Screening Report on SM Activity	• Social media language: generally positive • Interactions: generally positive • Spelling and grammar: very good

Treatment 1: 'Bad'

Social Media Data

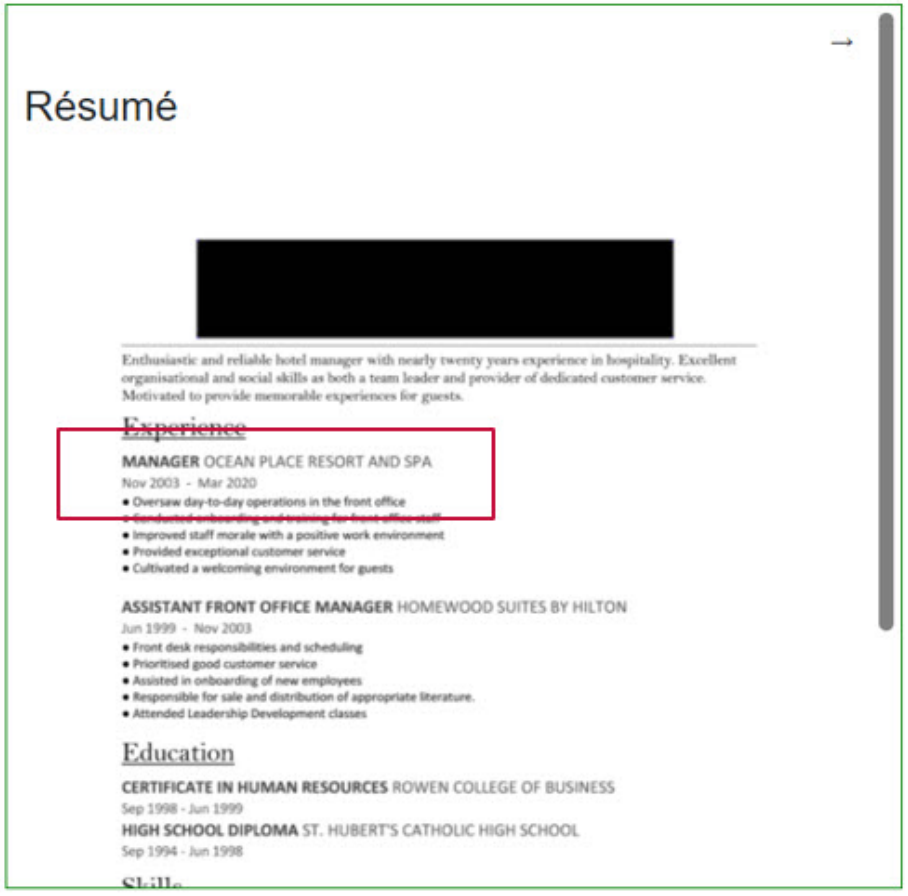
Gender	Female
Experience	• 2013 - 2022 : Office Manager , Dream Hotel Group • 2007 - 2013 : Office Assistant , Intercontinental Hotel
Selected Skills and Number of Endorsements from Other Users	• Teamwork: 3 • Time Management: 8 • Microsoft Office: 9 • Administration: 2 • Customer Service: 6
Most used Hashtags & Keywords	• #nosleep • #tired • #xbox • #weekendvibes
Most Active Groups / Pages	• Borderlands • I Love/Hate My Job • grand theft auto V • Work Sucks Meme Factory
Automatic Screening Report on SM Activity	• Social media language: generally neutral • Interactions: sometimes negative, sometimes offensive language • Spelling and grammar: bad

Treatment 2: Mental Health

Social Media Data

Gender	Male
Experience	• 2016 - 2022 : Supervisor , Redd's Restaurant, Bar and Catering
Selected Skills and Number of Endorsements from Other Users	• Teamwork: 17 • Time Management: 11 • Microsoft Office: 14 • Administration: 16 • Customer Service: 18
Most used Hashtags & Keywords	• #bipolar • #recovery • #summer • #community
Most Active Groups / Pages	• Defeat Depression • Anxiety Lounge • Depression and Anxiety Talk • Philly Social Adventures
Automatic Screening Report on SM Activity	• Social media language: generally positive • Interactions: generally positive • Spelling and grammar: very good

Treatment 3: Gap



Résumé

[redacted]

Enthusiastic and reliable hotel manager with nearly twenty years experience in hospitality. Excellent organisational and social skills as both a team leader and provider of dedicated customer service. Motivated to provide memorable experiences for guests.

Experience

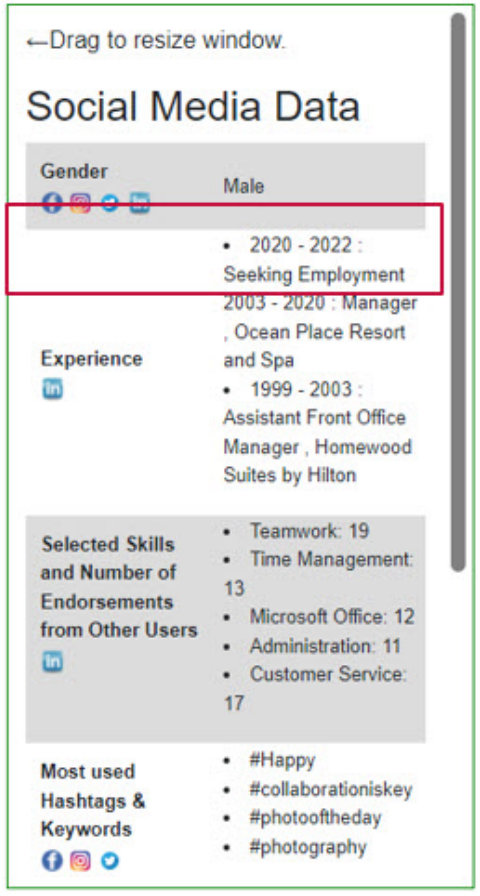
MANAGER OCEAN PLACE RESORT AND SPA
Nov 2003 - Mar 2020
- Oversaw day-to-day operations in the front office
- Conducted onboarding and training for front office staff
- Improved staff morale with a positive work environment
- Provided exceptional customer service
- Cultivated a welcoming environment for guests

ASSISTANT FRONT OFFICE MANAGER HOMEWOOD SUITES BY HILTON
Jun 1999 - Nov 2003
- Front desk responsibilities and scheduling
- Prioritised good customer service
- Assisted in onboarding of new employees
- Responsible for sale and distribution of appropriate literature.
- Attended Leadership Development classes

Education

CERTIFICATE IN HUMAN RESOURCES ROWEN COLLEGE OF BUSINESS
Sep 1998 - Jun 1999
HIGH SCHOOL DIPLOMA ST. HUBERT'S CATHOLIC HIGH SCHOOL
Sep 1994 - Jun 1998

Skills

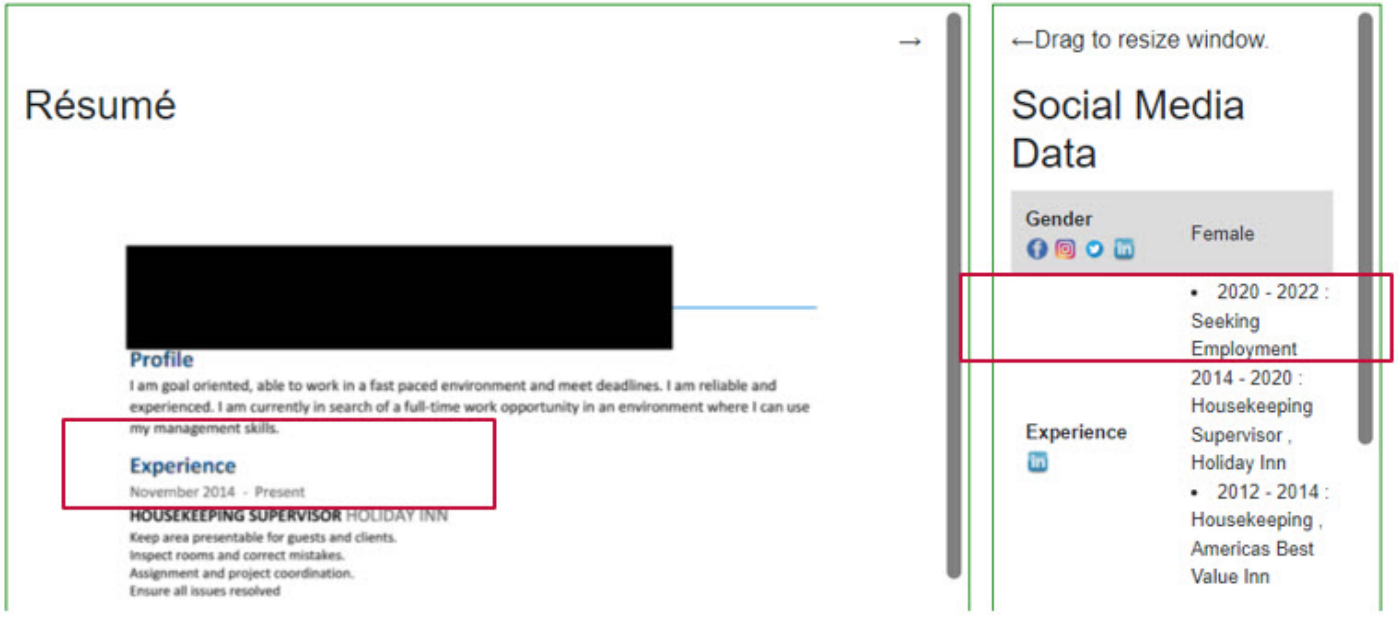


←Drag to resize window.

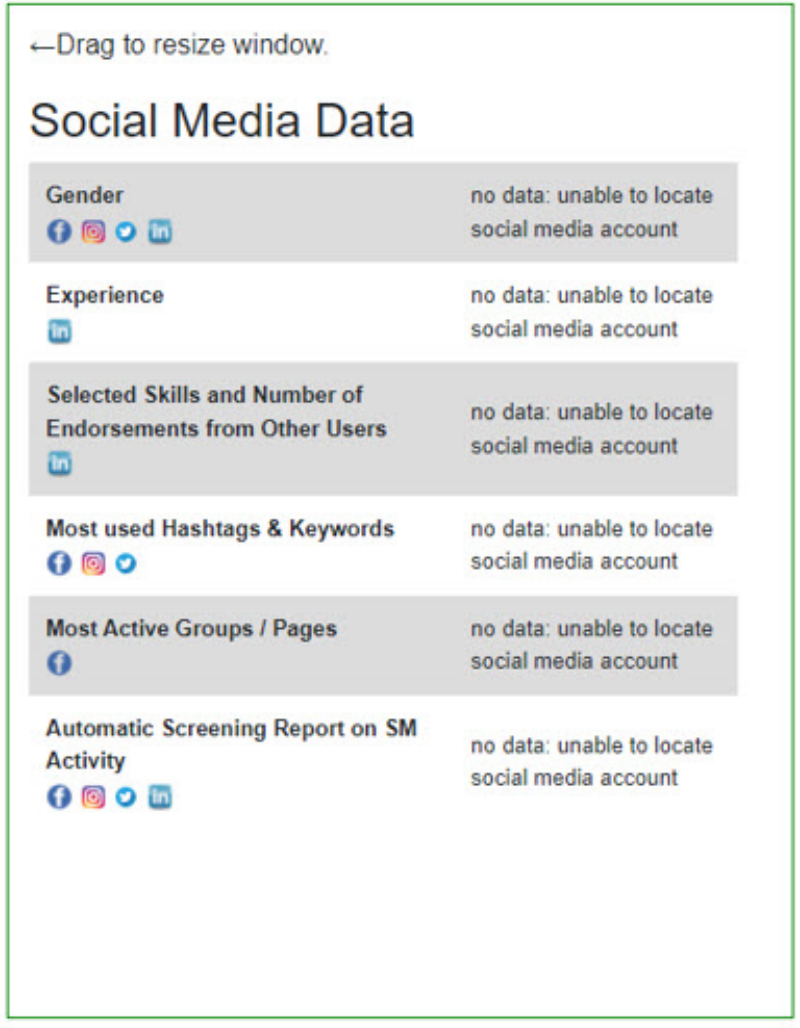
Social Media Data

Gender	Male
Experience	• 2020 - 2022 : Seeking Employment 2003 - 2020 : Manager , Ocean Place Resort and Spa • 1999 - 2003 : Assistant Front Office Manager , Homewood Suites by Hilton
Selected Skills and Number of Endorsements from Other Users	• Teamwork: 19 • Time Management: 13 • Microsoft Office: 12 • Administration: 11 • Customer Service: 17
Most used Hashtags & Keywords	• #Happy • #collaborationiskey • #photooftheday • #photography

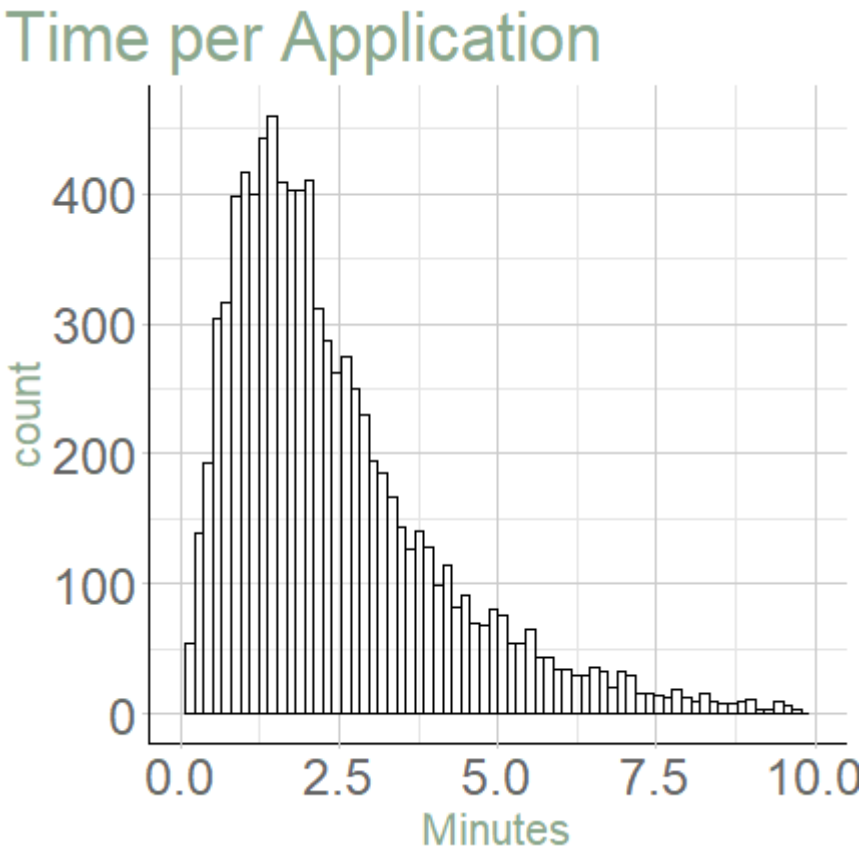
Treatment 4: Gap + Lie

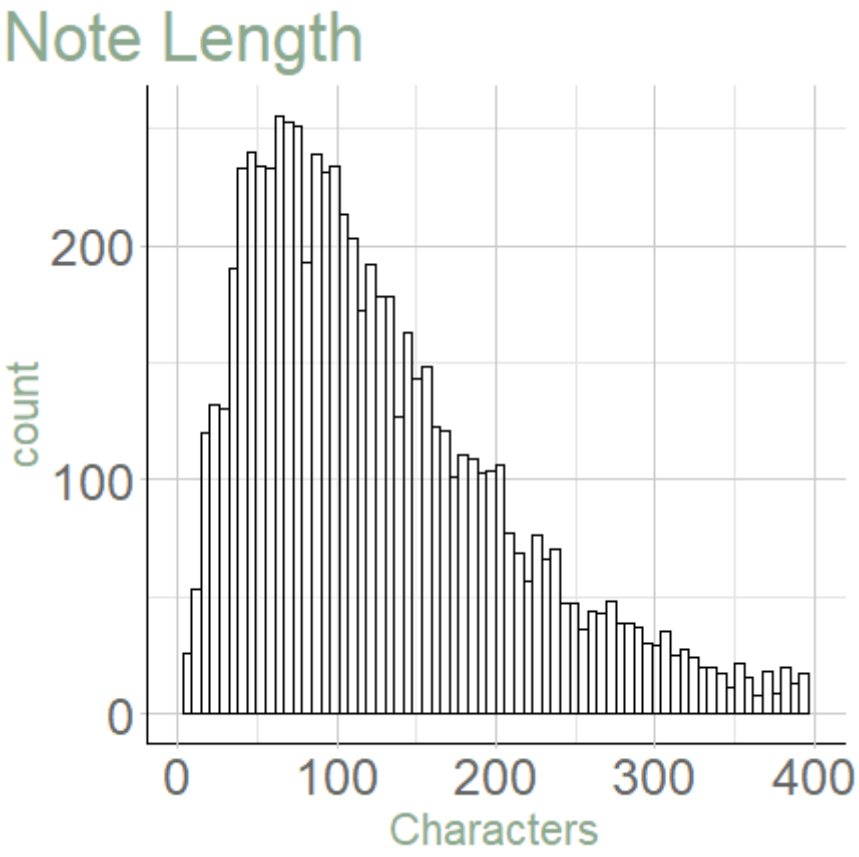


Treatment 5: No Social Media

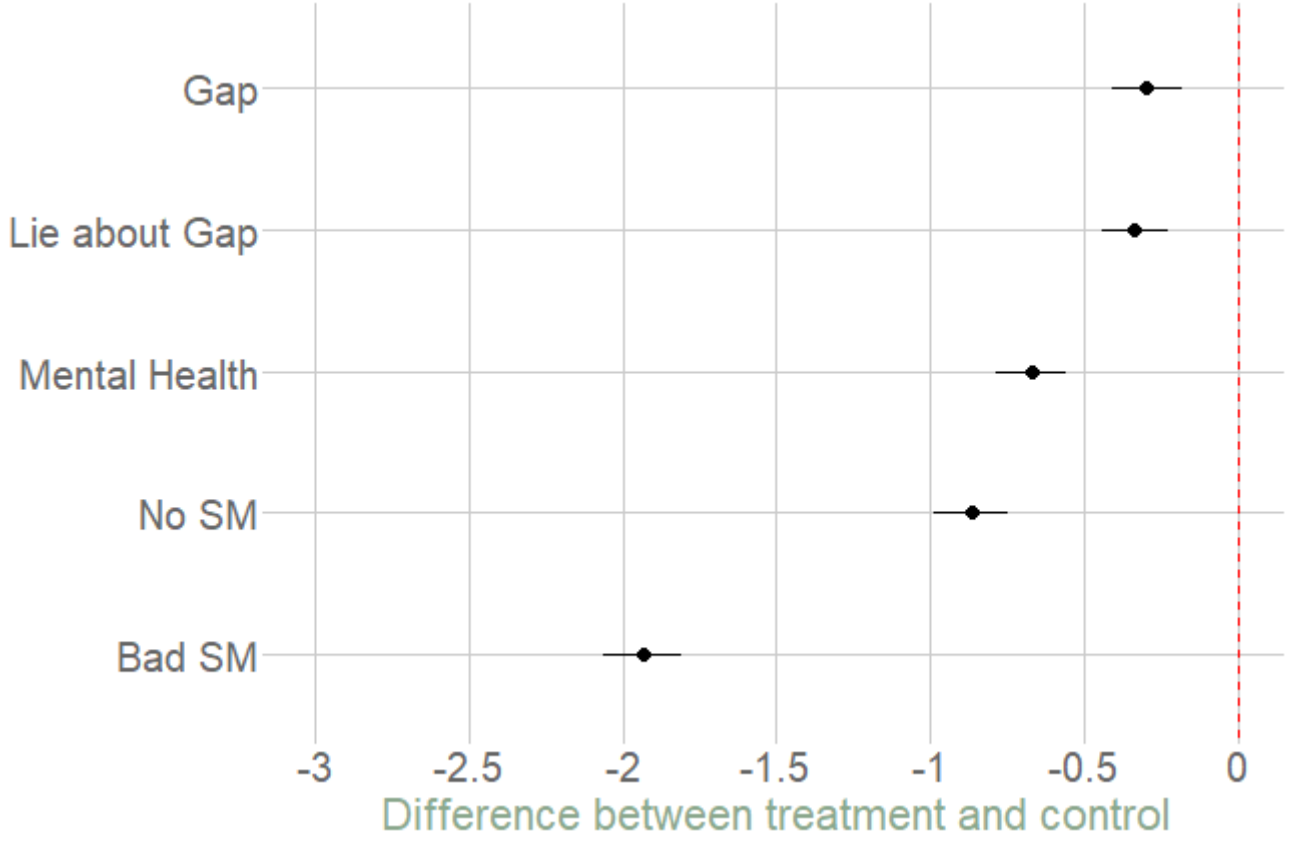


Results: Effort

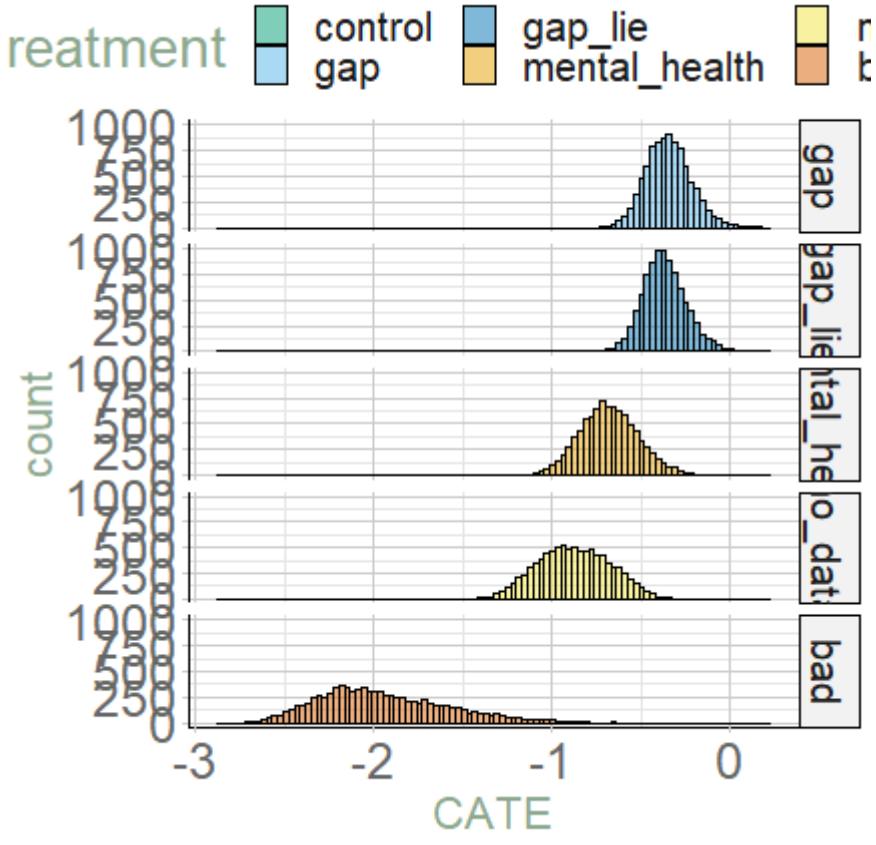




Results: Treatment Effects



Results



Gap

Predictors	*Estimates*	*CI*	*p*
mean pred.	1.00	0.62 – 1.38	<0.001
differential forest pred.	-0.92	-2.36 – 0.53	0.216

Gap + Lie

Predictors	*Estimates*	*CI*	*p*
mean pred.	1.00	0.65 – 1.35	<0.001
differential forest pred.	-0.37	-1.20 – 0.47	0.391

Mental Health

Predictors	*Estimates*	*CI*	*p*
mean pred.	1.00	0.81 – 1.18	<0.001
differential forest pred.	0.63	0.12 – 1.14	0.016

No SM

Predictors	*Estimates*	*CI*	*p*
mean pred.	1.00	0.85 – 1.15	<0.001
differential forest pred.	1.23	0.55 – 1.90	<0.001

'Bad'

Predictors	*Estimates*	*CI*	*p*
mean pred.	1.00	0.93 – 1.07	<0.001
differential forest pred.	1.25	0.99 – 1.51	<0.001

Results: Mental Health

Compare upper and lower quintiles of the CATE

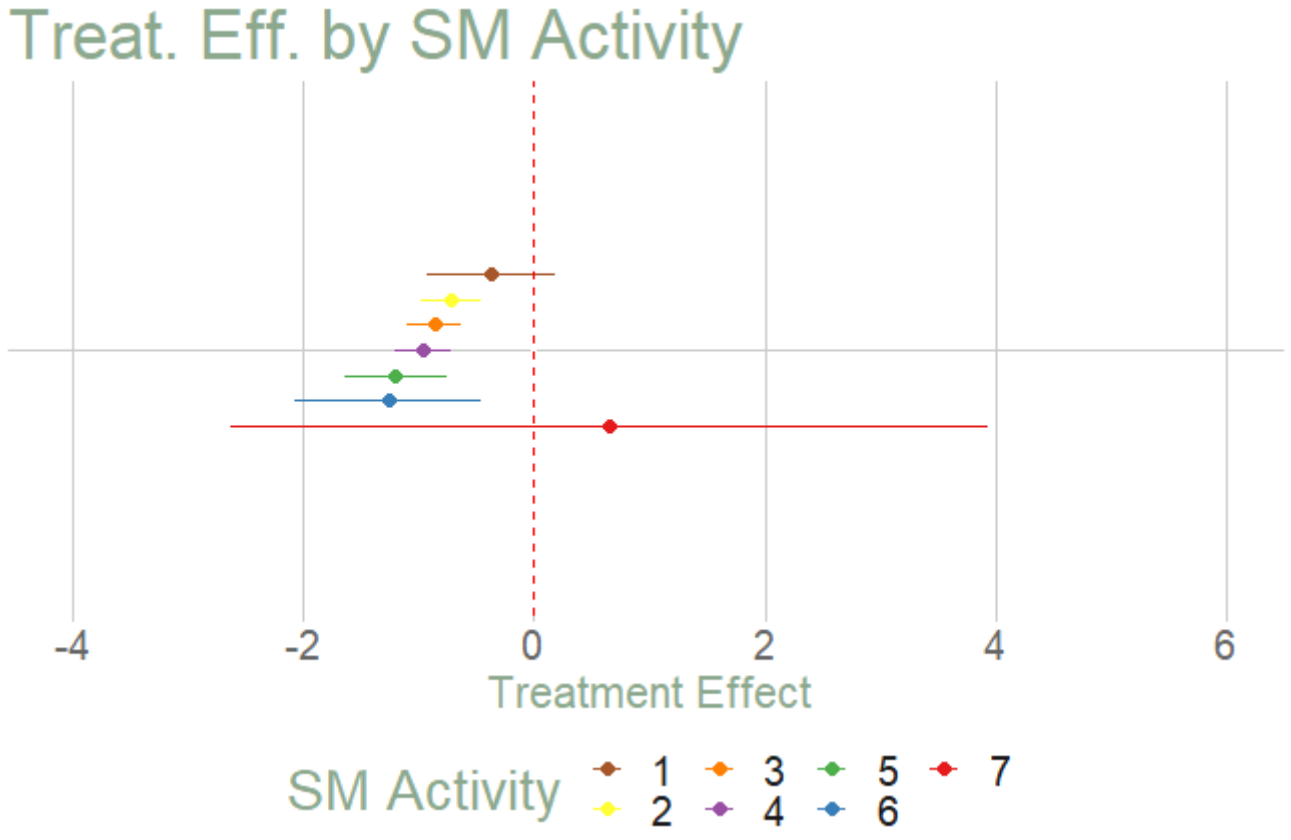
	stronger (N=600)	weaker (N=600)	p value
Age			< 0.001
Mean (SD)	44.912 (11.185)	38.935 (11.458)	
Eval. Female			< 0.001
FALSE	197 (32.8%)	268 (44.7%)	
TRUE	403 (67.2%)	332 (55.3%)	
Eval. 'Conservative'			< 0.001
Mean (SD)	3.817 (1.556)	3.397 (1.638)	
Graduate			< 0.001
FALSE	147 (24.5%)	210 (35.0%)	
TRUE	453 (75.5%)	390 (65.0%)	
Active on SM			0.243
Mean (SD)	3.124 (1.078)	3.049 (1.128)	
SM Approval			< 0.001
Mean (SD)	5.008 (0.954)	4.170 (1.001)	
Privacy			0.001
Mean (SD)	3.048 (1.436)	2.783 (1.408)	
CV Contents Imp.			0.975
Mean (SD)	8.307 (1.799)	8.310 (1.933)	
SM Contents Imp.			< 0.001
Mean (SD)	6.955 (2.043)	4.793 (2.319)	

Regress CATE on dependent variables

Predictors	*Estimates*	*CI*
Age	-0.18	-0.46 – 0.11
Eval. Female	-0.07	-0.33 – 0.19
Eval. 'Conservative'	-0.27 *	-0.53 – -0.01
Graduate	0.09	-0.19 – 0.37
Active on SM	0.01	-0.28 – 0.30
SM Approval	-0.07	-0.36 – 0.23
Privacy	0.01	-0.25 – 0.28
CV Contents Imp.	-0.06	-0.32 – 0.20
SM Contents Imp.	-0.37 *	-0.66 – -0.07

** p<0.05 ** p<0.01 *** p<0.001*

Results: Mental Health



Results: No SM

Compare upper and lower quintiles of the CATE

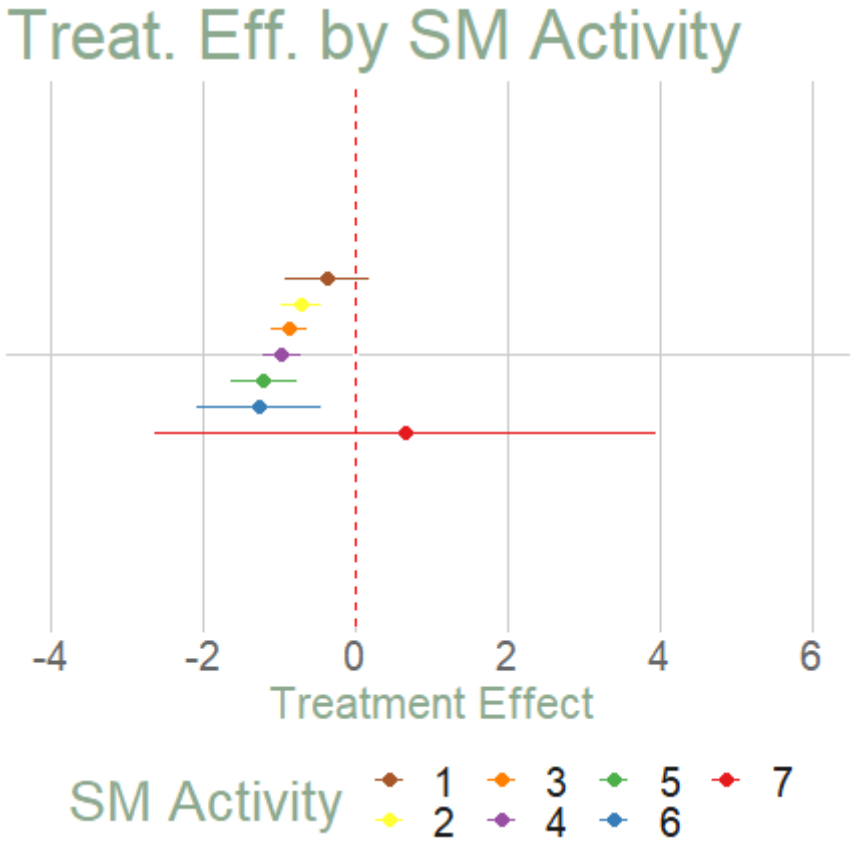
	stronger (N=600)	weaker (N=600)	p value
Age			0.342
Mean (SD)	39.727 (12.204)	40.393 (12.109)	
Eval. Female			0.033
FALSE	214 (35.7%)	250 (41.7%)	
TRUE	386 (64.3%)	350 (58.3%)	
Eval. 'Conservative'			0.944
Mean (SD)	3.420 (1.667)	3.427 (1.618)	
Graduate			0.115
FALSE	166 (27.7%)	191 (31.8%)	
TRUE	434 (72.3%)	409 (68.2%)	
Active on SM			< 0.001
Mean (SD)	3.932 (1.104)	2.439 (0.933)	
SM Approval			< 0.001
Mean (SD)	5.280 (0.745)	3.751 (0.951)	
Privacy			< 0.001
Mean (SD)	3.021 (1.391)	2.591 (1.334)	
CV Contents Imp.			0.629
Mean (SD)	8.460 (1.672)	8.505 (1.554)	
SM Contents Imp.			< 0.001
Mean (SD)	7.618 (1.688)	4.042 (2.118)	

Regress CATE on dependent variables

Predictors	*Estimates*	*CI*
Age	-0.08	-0.36 – 0.21
Eval. Female	0.01	-0.26 – 0.28
Eval. 'Conservative'	0.10	-0.17 – 0.37
Graduate	-0.02	-0.31 – 0.27
Active on SM	-0.36 *	-0.66 – -0.06
SM Approval	-0.09	-0.40 – 0.21
Privacy	0.01	-0.26 – 0.29
CV Contents Imp.	-0.05	-0.32 – 0.22
SM Contents Imp.	-0.56 ***	-0.85 – -0.27

** p<0.05 ** p<0.01 *** p<0.001*

Results: No SM



Results: 'Bad'

Compare upper and lower quintiles of the CATE

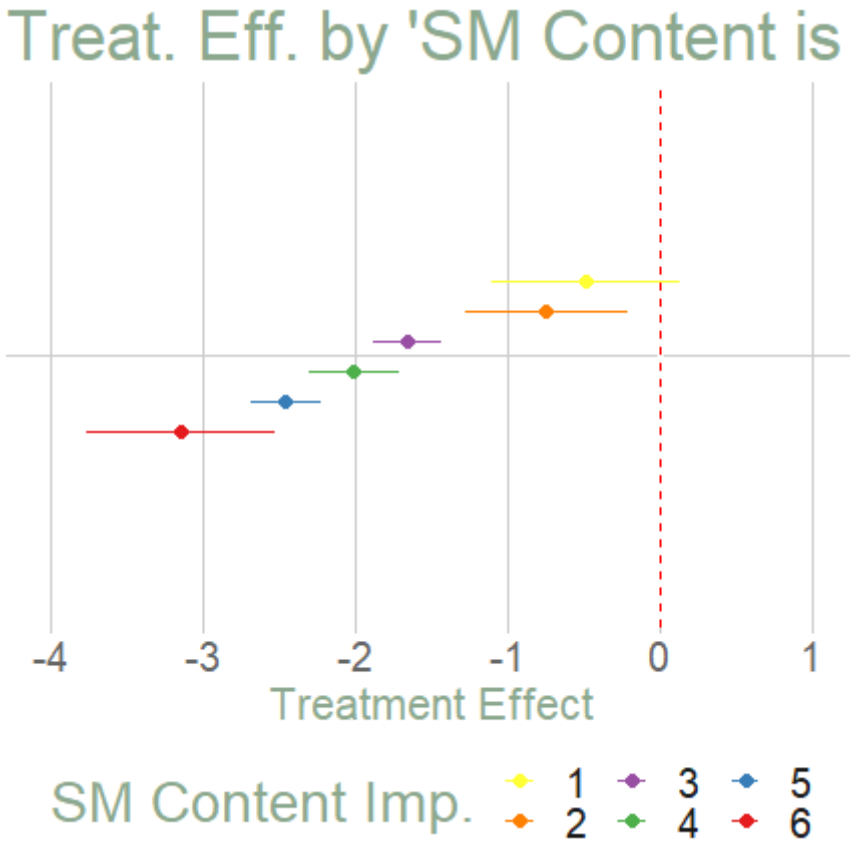
	stronger (N=600)	weaker (N=600)	p value
Age			< 0.001
Mean (SD)	40.838 (12.451)	37.208 (9.655)	
Eval. Female			< 0.001
FALSE	189 (31.5%)	245 (40.8%)	
TRUE	411 (68.5%)	355 (59.2%)	
Eval. 'Conservative'			0.220
Mean (SD)	3.422 (1.561)	3.305 (1.730)	
Graduate			0.095
FALSE	156 (26.0%)	182 (30.3%)	
TRUE	444 (74.0%)	418 (69.7%)	
Active on SM			0.841
Mean (SD)	3.152 (1.162)	3.139 (1.146)	
SM Approval			< 0.001
Mean (SD)	5.111 (0.850)	3.905 (1.025)	
Privacy			< 0.001
Mean (SD)	3.089 (1.402)	2.611 (1.374)	
CV Contents Imp.			< 0.001
Mean (SD)	8.370 (1.531)	8.720 (1.537)	
SM Contents Imp.			< 0.001
Mean (SD)	7.905 (1.422)	2.847 (1.539)	

Regress CATE on dependent variables

Predictors	*Estimates*	*CI*
Age	-0.03	-0.34 – 0.28
Eval. Female	-0.52 ***	-0.79 – -0.24
Eval. 'Conservative'	0.01	-0.28 – 0.29
Graduate	0.24	-0.07 – 0.54
Active on SM	0.17	-0.14 – 0.48
SM Approval	-0.05	-0.37 – 0.26
Privacy	-0.22	-0.50 – 0.07
CV Contents Imp.	0.22	-0.06 – 0.51
SM Contents Imp.	-1.26 ***	-1.57 – -0.96

** p<0.05 ** p<0.01 *** p<0.001*

Results: 'Bad'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-4
-3
-2
-1
0
1
Treatment Effect
SM Content Imp.
1
2
3
4
5
6

Recruiters Do What They Say They Do

Questionnaire