

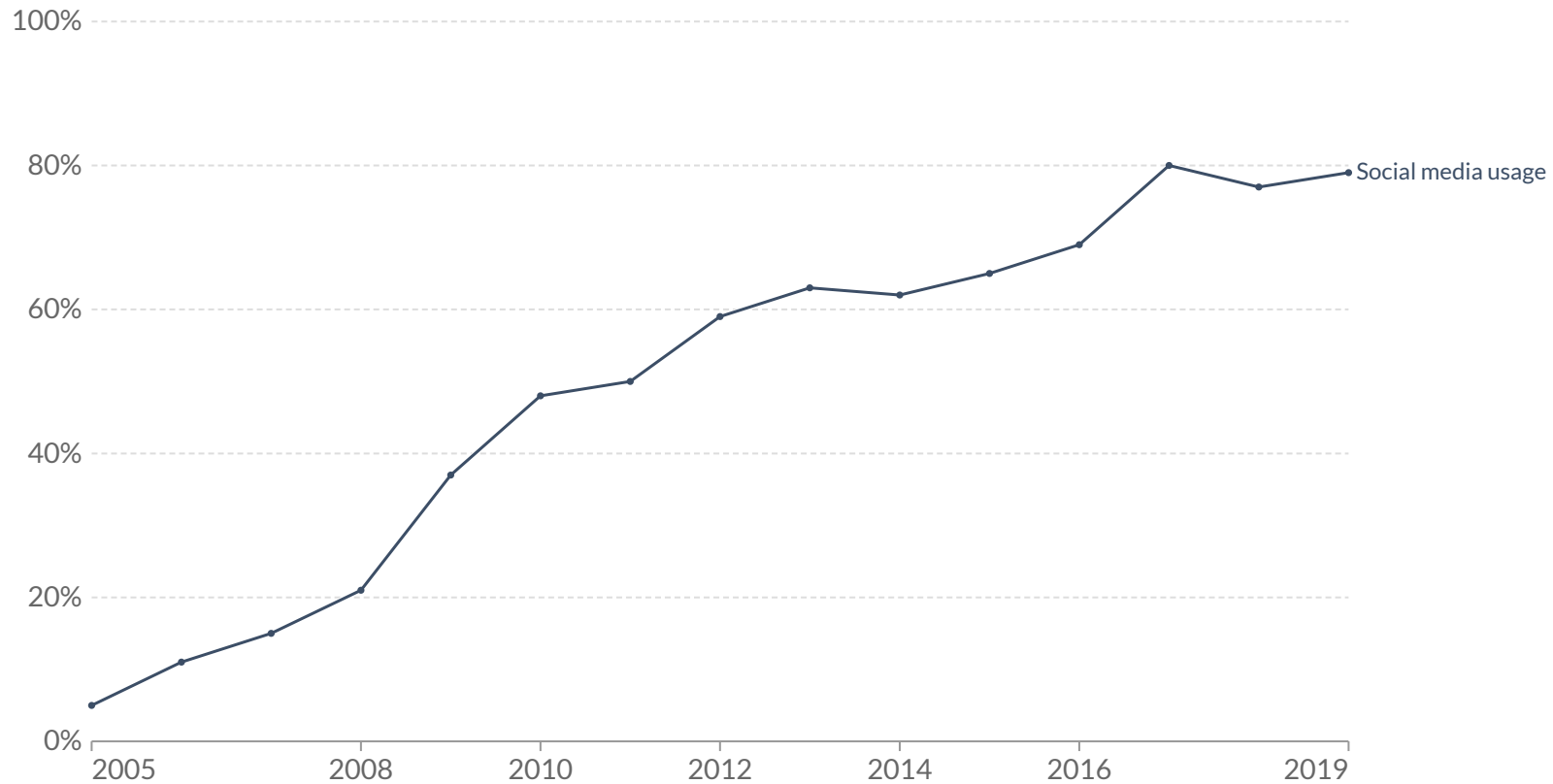
Social Media in Recruitment

Edmund Baker, Veronika Grimm, Yuval Ofek-Shanny

2022-06-14

Share of US households using specific technologies, 2005 to 2019

+ Add technology



Source: Comin and Hobijn (2004) and others

CC BY

► 2005 2019

CHART

TABLE

SOURCES

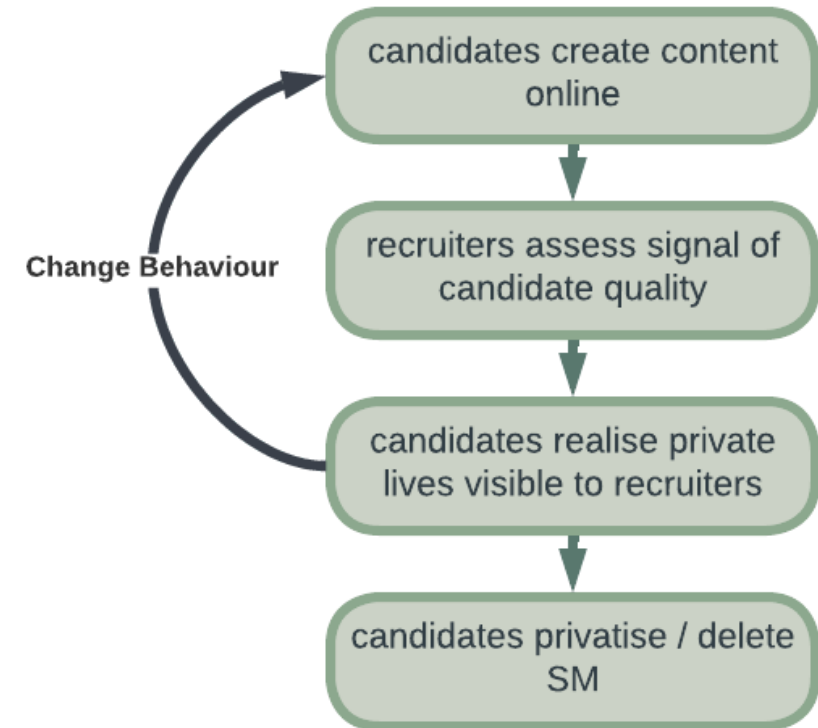
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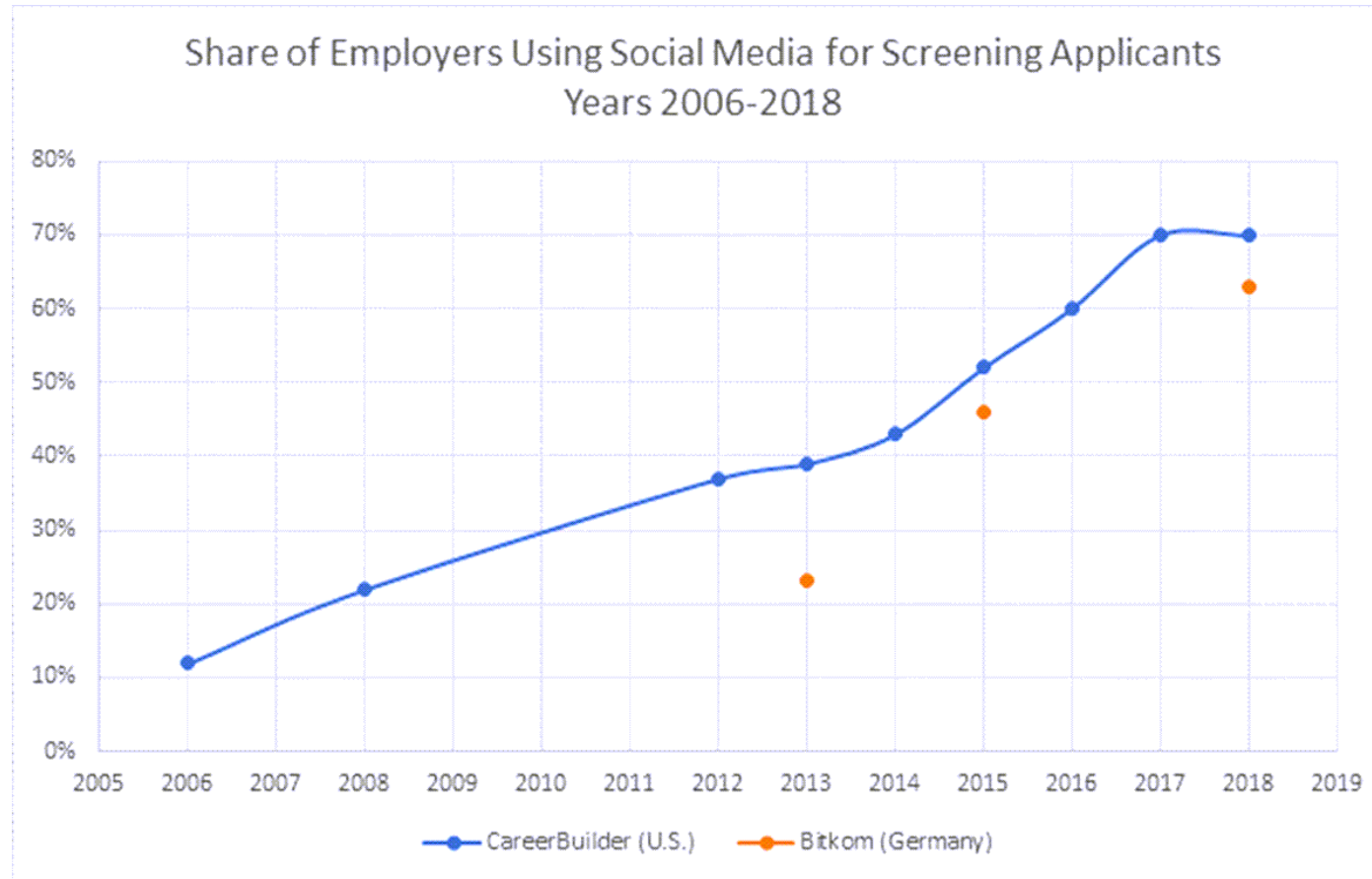
🔗

🖨

Social Media is a New Signal

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





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

Literature

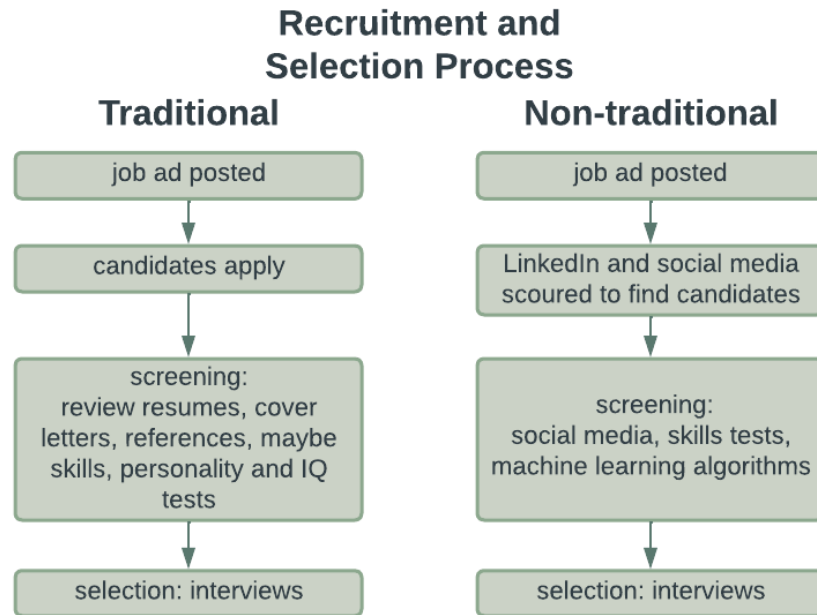
Under construction

- Correspondence lit
- Social media (Incentivized Resume Rating (Kessler, 2019))

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?

The Hiring Decision

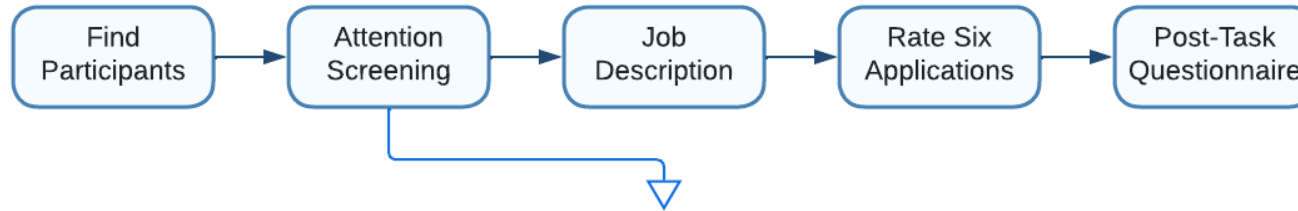


- We focus on screening
 - sometimes outsourced
(source: Cappelli, P, (2019). Your Approach to Hiring Is All Wrong. Harvard Business Review, May/June 2019 pp 48–58)
 - rarely directly incentivised
(source: Hirshman, C, (2003). Incentives for Recruiters?. HR Magazine, Nov 2003)

Experimental Design



Experimental Design: Attention Screening



The second part is to read and give six job applications a score.

The third part is to answer a short questionnaire.

Please only take this HIT if you can speak **English**. In order to demonstrate to us that you can, could you **correct/reword the following email...**

Hi Emma,

We discussed about meeting next Friday, but now I have a doubt about this. Could we prepone it to tomorrow instead? So you either need to revert back to me and suggest me another time, or book the room for tomorrow. Kindly do the needful.

Experimental Design: Job Description



Job Description: Office Manager

The Office Manager will be responsible for the daily management of all administrative and office support operations. We are looking for an experienced manager with excellent customer service skills who will fit well into our team. Candidates should be hard-working, organized and reliable.



Duties Include:

- Overseeing office activities
- Dealing with guests in courteous and timely manner
- Coordinating and creating agenda for monthly staff meetings
- Promoting a friendly and welcoming environment for guests


Next

Experimental Design: Applications

Experimental Design: Questionnaire

Applications: The CV

Résumé



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 Customer Service
Interpersonal Skills 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

<div><h2>Résumé</h2><div></div><p>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.</p><p>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 needs met.</p><p>August 2013 - November 2014 HOUSEKEEPING AMERICAS BEST VALUE INN Daily housekeeping duties. Restock rooms. Make sure the surroundings of the property are presentable.</p><p>Education September 2011 - June 2012 GEO BUCKS COUNTY COMM. COLLEGE NEWTOWN, PA.</p><p>Skills Administration Interpersonal Skills Customer Service Problem Solving</p><p>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.</p></div>
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Treatment 1: 'Bad'

Social Media Data

Gender 	Female
Experience 	<ul style="list-style-type: none">• 2013 - 2022 : Office Manager , Dream Hotel Group• 2007 - 2013 : Office Assistant , Intercontinental Hotel
Selected Skills and Number of Endorsements from Other Users 	<ul style="list-style-type: none">• Teamwork: 3• Time Management: 8• Microsoft Office: 9• Administration: 2• Customer Service: 6
Most used Hashtags & Keywords 	<ul style="list-style-type: none">• #nosleep• #tired• #xbox• #weekendvibes
Most Active Groups / Pages 	<ul style="list-style-type: none">• Borderlands• I Love/Hate My Job• grand theft auto V• Work Sucks Meme Factory
Automatic Screening Report on SM Activity 	<ul style="list-style-type: none">• 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 	<ul style="list-style-type: none">• 2016 - 2022 : Supervisor , Redd's Restaurant, Bar and Catering
Selected Skills and Number of Endorsements from Other Users 	<ul style="list-style-type: none">• Teamwork: 17• Time Management: 11• Microsoft Office: 14• Administration: 16• Customer Service: 18
Most used Hashtags & Keywords   	<ul style="list-style-type: none">• #bipolar• #recovery• #summer• #community
Most Active Groups / Pages 	<ul style="list-style-type: none">• Defeat Depression• Anxiety Lounge• Depression and Anxiety Talk• Philly Social Adventures
Automatic Screening Report on SM Activity    	<ul style="list-style-type: none">• Social media language: generally positive• Interactions: generally positive• Spelling and grammar: very good

Treatment 3: Gap

Résumé



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
- Implemented 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

- 2020 - 2022 : Seeking Employment
- 2003 - 2020 : Manager , Ocean Place Resort and Spa
- 1999 - 2003 : Assistant Front Office Manager , Homewood Suites by Hilton

Experience

in

Selected Skills and Number of Endorsements from Other Users

in

- Teamwork: 19
- Time Management: 13
- Microsoft Office: 12
- Administration: 11
- Customer Service: 17

Most used Hashtags & Keywords

f i t

- #Happy
- #collaborationiskey
- #photooftheday
- #photography

Treatment 4: Gap + Lie

Résumé

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

← Drag to resize window.

Social Media Data

Gender

Female

• 2020 - 2022 :
Seeking
Employment

Experience















2014 - 2020 :
Housekeeping
Supervisor ,
Holiday Inn

• 2012 - 2014 :
Housekeeping ,
Americas Best
Value Inn

Treatment 5: No Social Media

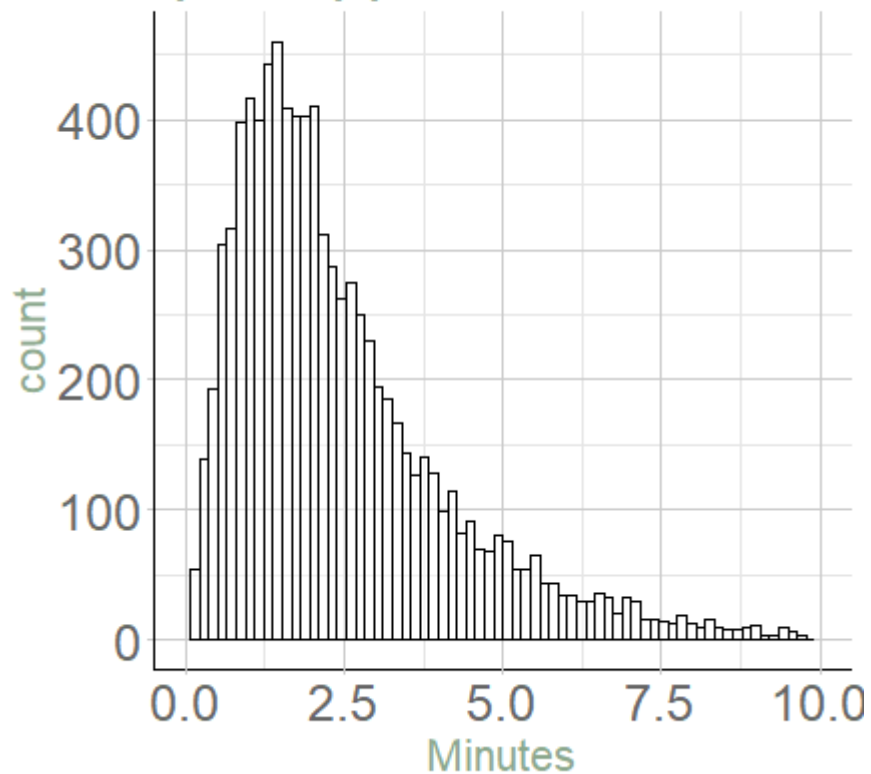
←Drag to resize window.

Social Media Data

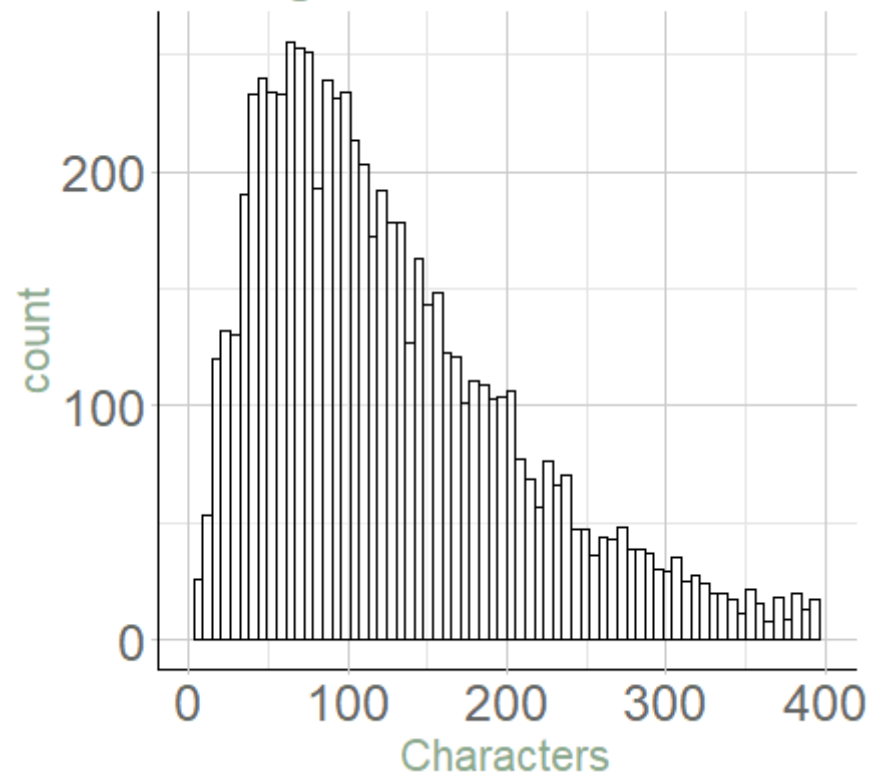
Gender    	no data: unable to locate social media account
Experience 	no data: unable to locate social media account
Selected Skills and Number of Endorsements from Other Users 	no data: unable to locate social media account
Most used Hashtags & Keywords   	no data: unable to locate social media account
Most Active Groups / Pages 	no data: unable to locate social media account
Automatic Screening Report on SM Activity    	no data: unable to locate social media account

Results: Effort

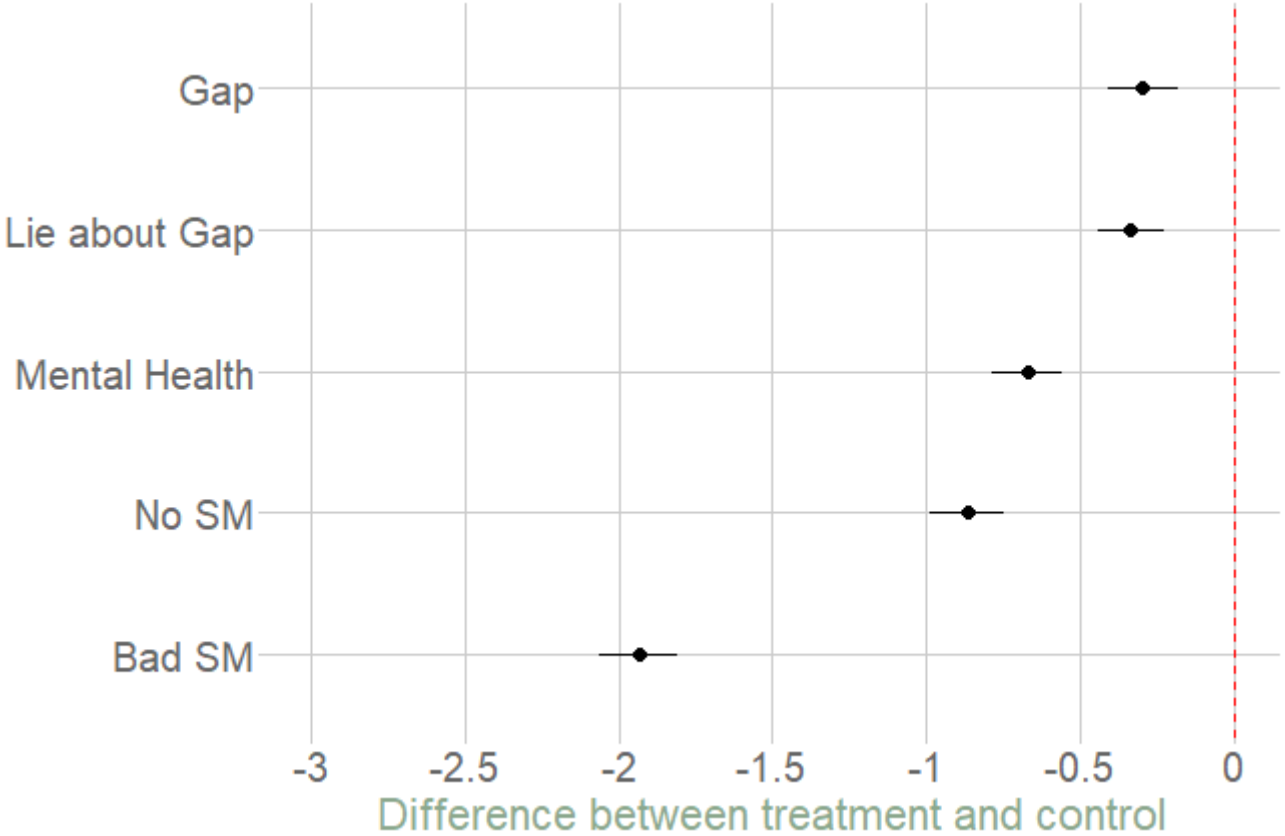
Time per Application



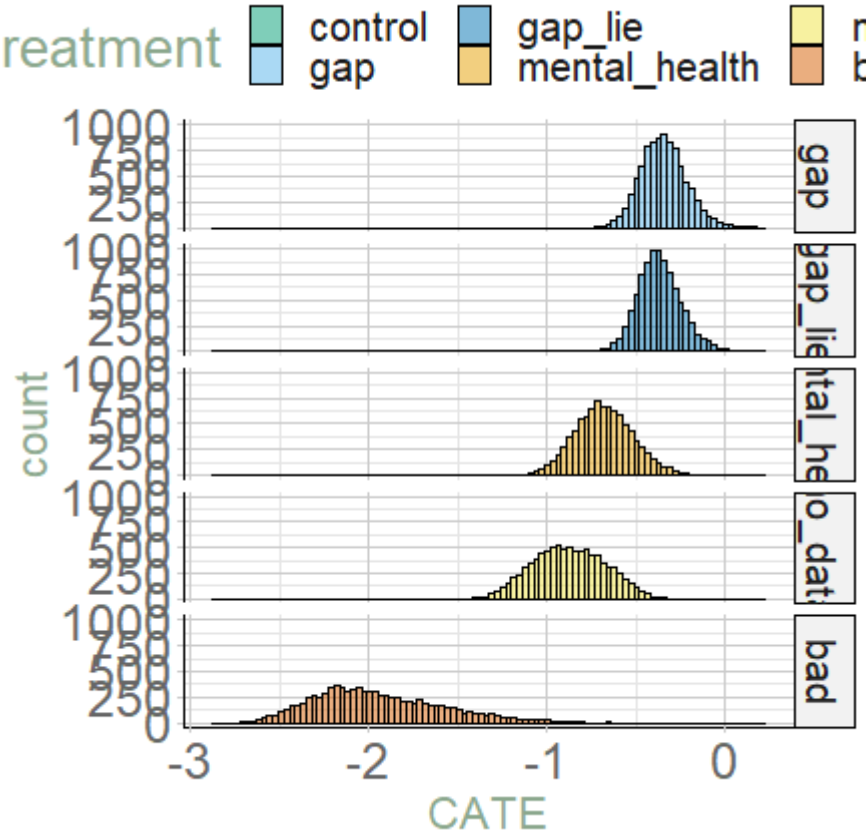
Note Length



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

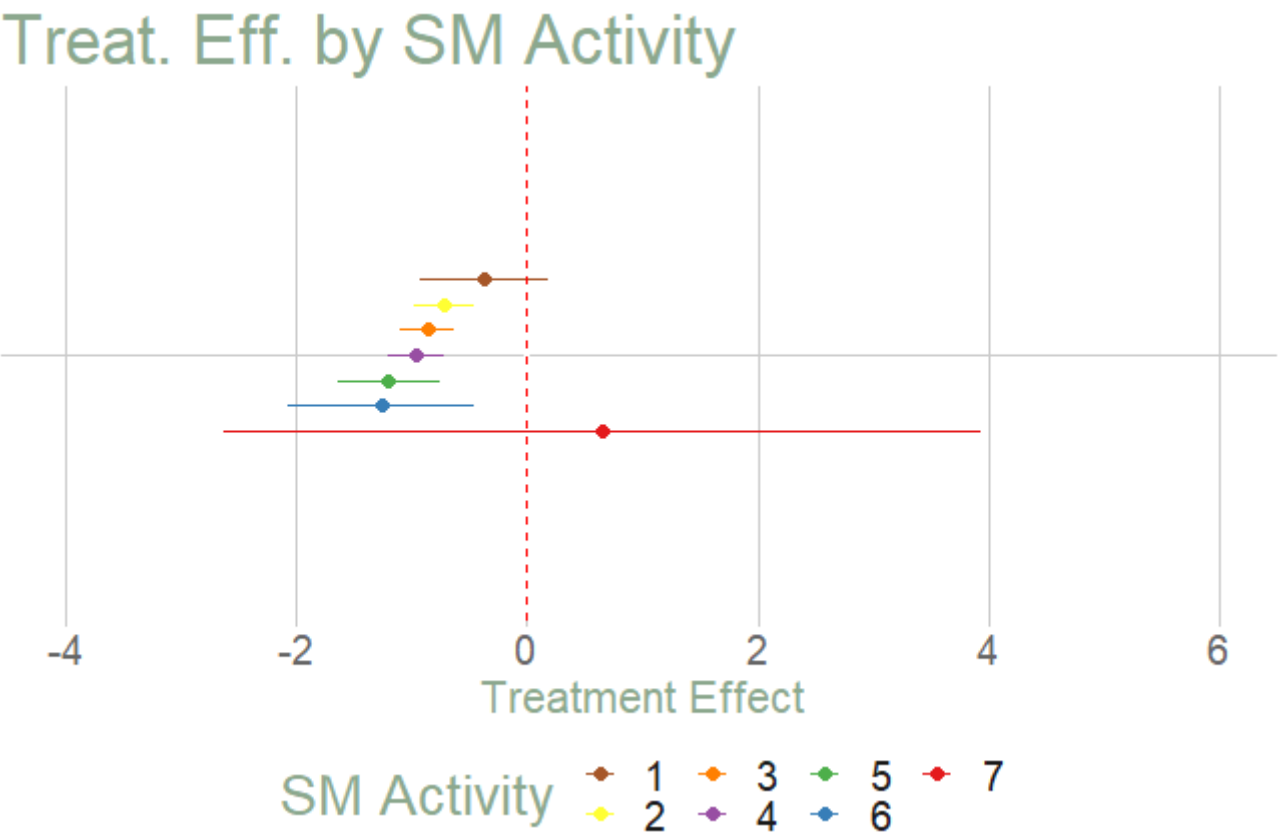
	stronger (N=600)	weaker (N=600)	p value
Age			< 0.001
Mean (SD)	44.912 (11.185)	38.935 (11.458)	
Eval. Female			< 0.001
FALSE	197 (32.8%)	268 (44.7%)	
TRUE	403 (67.2%)	332 (55.3%)	
Eval. 'Conservative'			< 0.001
Mean (SD)	3.817 (1.556)	3.397 (1.638)	
Graduate			< 0.001
FALSE	147 (24.5%)	210 (35.0%)	
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

<i>Predictors</i>	<i>Estimates</i>	<i>CI</i>
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)	

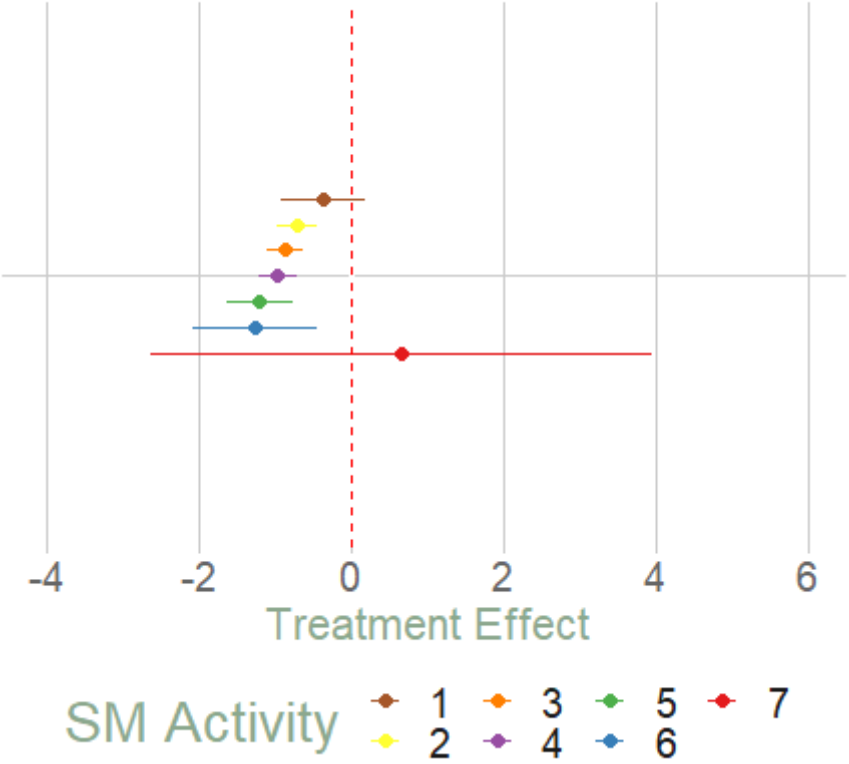
Regress CATE on dependent variables

<i>Predictors</i>	<i>Estimates</i>	<i>CI</i>
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

Treat. Eff. by SM Activity



Results: 'Bad'

Compare upper and lower quintiles of the CATE

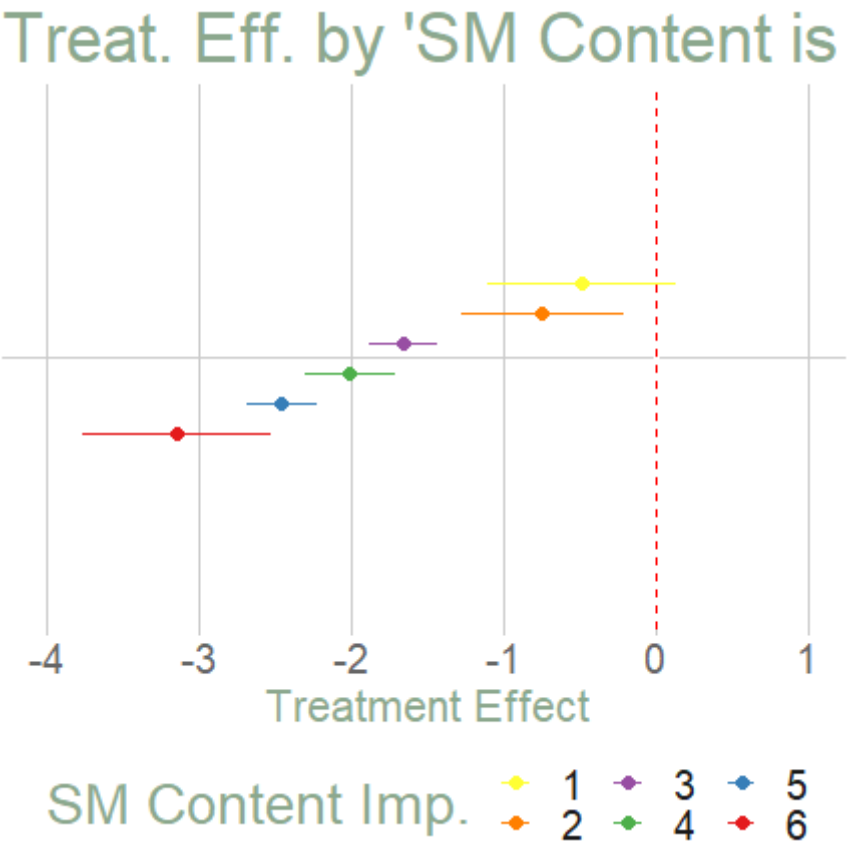
	stronger (N=600)	weaker (N=600)	p value
Age			< 0.001
Mean (SD)	40.838 (12.451)	37.208 (9.655)	
Eval. Female			< 0.001
FALSE	189 (31.5%)	245 (40.8%)	
TRUE	411 (68.5%)	355 (59.2%)	
Eval. 'Conservative'			0.220
Mean (SD)	3.422 (1.561)	3.305 (1.730)	
Graduate			0.095
FALSE	156 (26.0%)	182 (30.3%)	
TRUE	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

<i>Predictors</i>	<i>Estimates</i>	<i>CI</i>
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'



Thank You!

Appendix

